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Leadership, Learning and Performance in the Changing Business Context

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Rajani Seshadri
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Leadership, Learning and Performance in the Changing Business Context

Volume 8 Issue 3 July 2015

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Dear Readers,

If one looks back in light of current leadership practices happening across organisations, today we might say that the "Leadership Practices" that we learned in earlier years were very very different. One factor that has contributed to this perception is change. To be more emphatic the pace of change in today's business eco systems. Changes have become more fundamental and more systematic impacting the heart of business — be it business models, be it managing customers and be it the business of doing business. Many new age corporations and young business leaders are changing them up-side down. However one thing that remains constant is that the leaders need to produce results that satisfied not only top management but also the expectations of increasingly business savvy, articulate and demanding shareholders. Perhaps that what Peter Drucker meant when he said **"Leadership is not magnetic personality — that can just as well be a glib tongue. It is not 'making friends and influencing people' -- that is flattery. Leadership is lifting a person's vision to high sights, the raising of a person's performance to a higher standard, the building of a personality beyond its normal limitations."**

To continue having a sustainable competitive edge, organisations across the world are realising that they have to do more than improve efficiency and tighten management control. In this changed environment one has to fundamentally change the way they viewed the world and conducted business. This would mean transforming processes and systems that had been in place for years, changing firmly established cultures (even some components that have contributed to earlier successes), and transforming leadership behaviour and actions that had long been rewarded with success. So we need a completely different set of competencies that our new age leaders need to demonstrate. Leadership and Learning Guru, Dr Edward Schein aptly summarised described facilitative leaders as those who can

- ✓ *Learn for themselves cultural factors that are facilitating and hindering in the process of organisational restructuring.*
- ✓ *Involve other group members in this process of learning.*
- ✓ *Together bring to the surface, review and change those dysfunctional basic cultural assumptions (taken for granted) which are coming in the way of organisational change.*

Many years back, while commenting on Indian leadership Dr Pradip N Khandwalla commented **"If Indian corporates have to conquer world markets, as the Chinese, the South Koreans, and the Taiwanese have done, and the Japanese did, Indian corporates will have to get much better informed**

about the rest of the world. They will need to network and partner a lot more, not just with multinational battleships that can fling an Indian launch off course by its wake, but also with lithe frigates all over the world."

We have progressed a lot since then and we have therefore decided to bring an issue solely on "Leadership, Learning and Performance in the Changing Business Context". Our intention is to capture what are some of the trends that are being witnessed today in India as we are becoming increasingly global in both our aspirations and deed. We decided to look more holistically at two aspects that get tremendously impacted by organisational leaders on two important criterions of organisational success today i.e. performance and learnings. We would like our readers, many of them are already leaders in their own rights, to follow these trends, learn and unlearn from contemporary experiences and then apply them in the real life organisations be-it small, medium or big. We believe through this process of continuous learning efforts they will not only evolve as more mature leaders but also help India to grow as a leader in every aspect of management. I would like to quote Warren Bennis perhaps one of the most respected leadership researcher in this context when he said **"The most dangerous leadership myth is that leaders are born -- that there is a genetic factor to leadership. This myth asserts that people simply either have certain charismatic qualities or not. That's nonsense; in fact, the opposite is true. Leaders are made rather than born."**

Before I end, I would like to thank, Dr Vishal Shah, another young leadership practitioner and our guest editor to congratulate on his excellent work to bring this issue. He has been working very hard to get excellent contributions both from corporate as well as academic world to make sure the readers enjoy reading the issue and learn about newer practices and theories for application else where. Do write to me at bandyopadhyaypallab@yahoo.co.in about your experience so that we know we are on the right track to understand your preferences, aspirations and learning goals. Our efforts will not be meaningful without your feedback.

As I mentioned earlier, be prepared to learn and contribute for the next two exciting issues guest edited by Dr Rishikesha Krishnan (October, 2015 on the theme HR in Innovative Organisation) and Sonali Roychowdhury (January, 2016 on the theme Building Diversity in Leadership).

Enjoy reading this issue !!!!!

Dr. Pallab Bandyopadhyay
Managing Editor
(on behalf of the Editorial Team)

Readers Corner

Dear Prabhakar,

Really appreciate the efforts that you and your team have put in the Research and Evidence based HR, NHRDN Journal, April 2015

I am going through the personalised Journal and am enjoying the research.

Kudos to you and your team for navigating this work and for setting direction for the HR Community.

Working through this with tight deadlines is part of the Editors' journey, which we all, am sure understand and take it in our stride.

Thank you for adding me into your list of researchers in the HR community.

Look forward to your agile & thought provoking more such NHRDN Journal issues. You have my unstinting support for the same.

Best wishes

– Jyotsna Bhatnagar

Associate Professor, MDI Gurgaon

Dear Prabhakar *ji*,

Greetings!

I am really honoured to receive a special copy of NHRDN Journal today in my hand, dedicated to research and evidence based HR and signed by you which makes it all the more special. The contributors to the Journal are great and being with them is indeed a matter of pleasure and pride.

I extend my gratitude to the Editorial Board for the herculean effort led by you and send you special thanks for the opportunity.

Warm regards

– Dr. Rajeshwari Narendran

Director, Academy of HRD

My Pallab,

Hearty congratulations to the guest editor Prabhakar, Managing Editor and the rest editorial team for bringing out such a research based edition on HR. Research in HR is the need of the hour as most of the publications in HR are opinion based. It will motivate some to take up research in HR.

– Dr. Prasanth Nair,

Country Head,

Inhelm Leadership Solutions

Prabhakar,

Good to read you're very elaborate editorial in the NHRD Network Journal. Congrats for associating with this edition.

– Seshkumari Lakkaraju

Senior HR professional

My dear Pallab,

Please accept my heartiest congratulations for an excellent edition of the NHRD Network Journal on "Research and Evidence Based HR" under your leadership. It is comprehensive, interesting and thought-provoking as it fills a huge gap in our domain expertise.

My compliments to Prabhakar you and for you insights, choice of topics/authors and your appropriate quotations from Frost, Rousseau, Einstein et al.

May I suggest the following :

- that brief excerpts of each edition be flashed on the website to serve as 'teasers" to create interest
- one copy be sent pro-bono to Management Schools in the country which have a respectable batch-size of HR students and where NHRD Chapters have a connect
- the Chapter Presidents/Secretaries be requested to evangelise the Journal and its contents by sending teasers to them
- set up a stall at the Delhi Annual Conference this year to widen the publicity of this great source of knowledge

I look forward to many more benchmarks like this

Thank you to the Team for all the hard work which goes into putting something like this together-PVR Garu has done yeoman service single-handedly all these years and my special appreciation to him.

Warm regards

– Marcel Parker

Independent Director and Chief Mentor
Quess Corp Limited

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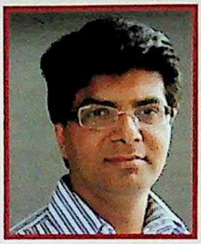

Dr VISHAL SHAH
is currently Vice President-Leadership & People Sciences at Wipro.

(Guest Editor for this issue)

The one theme that everyone is talking about is the speed of change that all of us are facing and grappling with. There are so many trends impacting the workplace today that we seem stretched to make sense of it all.

Business models are being changed and upturned. Uber, Airbnb, Lyft and so many other recent companies are redefining business models and turning the old rules upside down. Ecommerce companies have redefined what speed and scale means and the so called "old" economy companies are trying to play catch up. Workplaces and the nature of workforce is changing. Not only there are multiple generations in the work place but the trend is towards increasing freelancing, temporary and contractual work.

These changes are further being accentuated by the expectation that machines and robots will soon take over much of our regular work. Anything that is repetitive and predictable can today be expected to be automated. Not only that even so called knowledge work is in danger of being taken over by Artificial Intelligence programs like IBM's Watson.

Add to this mix the new gen SMAC technologies like big data analytics, social media and cloud and the churn is complete. To deal with this avalanche of change, new org structures are evolving, new ways of managing are being called for and new leadership competencies are being talked about. All aspects of HR and people management are being reexamined and redefined – whether it is talent acquisition, employee engagement, learning or performance management. These are indeed exciting times to be in and be a part of!

Given this context we've selected the theme of this issue is "Leadership, Learning and Performance in the Changing Business Context". This issue showcases engaging and diverse perspectives from both Industry and Academia. Abhijit Bhaduri *from Wipro and the innovation guru Bill Fischer open the conversation by discussing new business models and how their "digital" nature is changing everything. They examine the impact on the workplace, learning and leadership expectations and point out that the leaders of today while grounded in current reality need to quickly realign to the future that is still being shaped. Hence a complete reworking of the leadership model is needed as they put it.*

Anuranjita from Citibank, Shalini from Philips and Rajani from TCS carry this conversation forward. Anuranjita points out that while the employee is getting younger, so is the customer. Technology has rendered world boundary-less and even marketing gurus are finding it tough to pin down a pattern in the way the new age customer is behaving. In today's ever-evolving scenario, for organisations to thrive, they will need to embrace transformation- within their leaders, employees, systems, processes and most importantly, in their collective thought-process! Shalini outlines the characteristics of an agile organisation that places its "non-negotiables," in the centre, while empowering the local units and geographies to be more responsive and adaptive to markets, customers and trends. This she explains creates the right mix of necessary bureaucracy with nimbleness and speed of frontline innovators. Rajani article builds on this further as she describes what it would take to build a resilient organisation. A network of emotionally and socially intelligent leaders is a must for organisations today she points out.

Mohinish from the Hay Group mentions the six megatrends that are causing all the changes that we see around us- Globalisation, Climate change, Demographic change, Individualisation, Increasingly digital lifestyles, Technology convergence. This is where the crucial role of leadership comes into play according to him. Leaders now have to manage themselves and their people differently and this is no easy task. Shamik from Bombay Stores points out how business usually plays catch up with the *customer or potential customer's preferences which are shaped by infinite number of influences. In turn, business then expects from the finite number of the employees that they must play this game and excel at it. The author traces the cycle from changing consumer preference to learning leaders on to leaders who coach resulting in accelerated learning & performance. Sheen from Nielsen emphasises that Digital is no longer an option and needs to become the core of the organisation's learning strategy with clearly defined Learning Paths. He also explores how in today's world people are constantly challenging the dynamics of how they wish to work. Hence Task Based roles are fast giving way to relationship based roles and even letting teams design their own ways of working.*

Harlina from Reliance in her article says that the only way to make change palatable is to ensure that that there is a common framework, set of words and language. It is important to have common definition, approach and process to be successful. It should be integral to overall plan of the company and not just an add-on event. Judhajit from Prudential ICICI describes an interesting case of a successful technological and digital initiative where a relentless focus on eliminating noise, acting on feedback and alignment to the value of Humility paved the way to make lasting change happen. He makes the point that HR is hence uniquely positioned to effectively support business teams as an effective and credible agent of change to help partner in making lasting change possible.

Irfan from LinkedIn focuses on the people aspects of change. He argues that much of the change is related to the changing profile of the professionals entering the work force. These young professionals are the 'tech savvy' digital generation. To effectively and successfully manage them we need leaders who can understand their mindset, accept their need for self-expression, give them the space to grow and show them how to do it. Richard, Stephanie, John and Birjendu from CCL take this argument further and categorise the organisational challenges *into four main categories, noting the degree to which their challenges are internally or externally focused and individual or organisational focused. And so based on a comprehensive research they address the question of the leadership competencies are most important for success in a functional leadership role. Rajeshwari and Sandeep from Wipro feel that today the proliferation of communication and collaboration channels today has increased the burden of communication on the leader. The audience now expects the leader to involve them in the decision making process, connect with them and seek their inputs. Many leaders grapple with this and their article looks at the different aspects of the communication process in the changing context.*

Supriti an experienced Talent advisor and Dr Usha Devi from MLA First Grade College for Women emphasise the need for having a strong set of values and spiritual leadership. Supriti's article makes the case for a systematic and deliberate approach to defining and living values in a way that is authentic. While values and culture alone are not sufficient for success they are the starting point. Enough research now links high performing organisations to strong values and culture. Dr Usha Devi points out that while research on the impact of leadership styles on employee job satisfaction is abundant there is little attention given to the research on the impact of spiritual leadership on quality of work life of the employees or organisational performance. Her study attempts to provide a framework on the relationship between spiritual leadership, quality of work life and organisational performance in a multidimensional approach.

Prof Sourav from IIMB puts forward an interesting counterpoint. He says that dealing with a changing business context is what managers and leaders have been schooled and prepared for during the past several decades, either through their professional education or experience. Dealing with change is actually business as usual he says. One needs to continue to do the basics well and not get overwhelmed by such perceptions that change is unique of our times.

Prof Vasanthi from IIMB and Ester from People Matters examine the critical debate around performance management systems and processes. Prof Vasanthi proposes the concept of contextual performance. She elaborates how the reconceptualisation of performance impacts PMS processes in an organisation and discusses how line and HR managers can strengthen the PMS for continued and sustained organisational performance. Ester argues that the notions of "normal distribution" and the "bell curve" no longer make sense and lead to demotivation and a lack of win-win collaboration among employees, managers and leaders.

Dr Prasanth Nair dives into the world of startups, an exciting area given the current unleashing of the entrepreneurial spirit we witness today. He explores the reason many of start-ups do not scale up fast and right to become giants and global benchmark companies. He then proposes a model – 7P which brings in place a holistic approach to enabling a start-up to become a successful giant. In a similar spirit of exploration Tanaz looks at the emerging area of talent communities and argues that they are no longer a nice to have but a need to have, for organisations to succeed and thrive in the Digital Age. Hence HR teams must try and create an environment where Talent Communities flourish.

Sunder from Pfizer and Rajiv from Knolscape focus specifically on the area of Learning. Sunder states that today business expects L&D to embrace an entrepreneurial mindset and be agile learners themselves. This presents a unique opportunity to L&D to reconnect with the business. Fundamentally, there is a need to rethink L&D's value proposition at both the functional & pan-organisational level. Rajiv elaborates how, by wisely using some of the gaming and gamification principles, we can facilitate the state of flow in learners. So then learning can become a joyous activity and learners will get into the habit of learning daily. Beena from EMC illustrates how in today's context involving leaders in CSR and Environmental Sustainability accelerates learning and leadership development and prepares leaders for *the future. There is an urgent need to help leaders appreciate the need for diversity and inclusion at the work place and argues that involvement in CSR also improves job satisfaction.*

Amit from Reliance presents a unique point of view on how the procurement function can contribute to employee empowerment. In the age of consumerisation that we see today employees expect internal organisation systems to be as user friendly as facebook and twitter. Hence he envisions a workplace which enables employees to make their own purchase decisions and illustrates this through a caselet of a Virtual Mall that employees can access at the workplace. Last but not the least, Nidhi from Wipro reviews a wonderful book on Working Out Loud.

These thought leaders challenge us and raise interesting possibilities. We hope that you find this issue of interest and value to you. This is also an opportunity for me to thank the editorial team of the NHRD Journal – Dr. Pallab Bandyopadhyay, Dr. PVR Murthy, and Dr. Arvind Agrawal for giving me this opportunity and making the issue happen. Special thanks to the team at Nagaraj & Co., Printers and Mrs Bina Raju for the support in proof work of the articles. I thank all the authors who took time and wrote these insightful articles.

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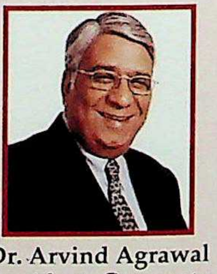

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NAVIGATING THE DIGITAL ECOSYSTEM – THE NEW LEADERSHIP MANDATE

ABHIJIT BHADURI and BILL FISCHER

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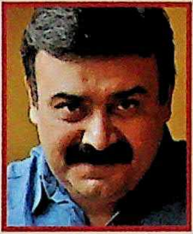

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> *81% believe that in the future, industry boundaries will dramatically blur as platforms reshape industries into interconnected ecosystems.*
>
> - Accenture Technology Vision 2015 Survey

The ethos of the emerging internet epoch, where information is ubiquitous and free, where waiting time has disappeared, where the next new thing is already passé at inception, where there are no longer any meaningful classical geographic boundaries, and where both the nature of a job and loyalty to an employer are constantly being redefined has profound implications for the practice and development of leadership. Not only must we rethink work, and its organisational context, but we must also rethink the role of HR in assuring that organisations have leadership capable of taking them into the future.

New Business Models

In a time when innovation is the norm, rather than the exception, business model innovation has become as powerful, if not more so, than product and process innovation, and is reshaping traditional industry norms. More people take pictures with their cell phone today than ever before. There is no cost of failure. A less than satisfactory photo can be deleted and several more can be clicked with the mobile without having to carry a separate camera that adds to the weight. A lightweight mobile can do as much as the best cameras. Sharing it with the rest of the world is just a one tap action. You can use an app and share it with as many people as you wish on your social network.

Anything digital has two salient characteristics – the cost of failure drops dramatically and the cost of distribution is extremely low. Take these two together and it is easy to see why digitisation is a game changer. First it was the digital camera that replaced the film. Very soon, mobile phones replaced the digital camera for amateur photographers. But digitalisation has also changed the way in which we think about other aspects of life: ubiquitous sharing is now the first response of millennials to nearly any new experience; similarly, this same sharing has given new life to reliance upon peer-to-peer input for decision-making, wrestling it away from expert-knowledge in many walks of life (witness the ascendency of TripAdvisor over the Michelin Guide). Digitalisation has also put information directly in the hands of all stakeholders simultaneously, ushering in era of "uberization" across many different industries, and changing such managerial dimensions as: capacity deployment, supplier-choice, and the visibility of customer-satisfaction.

In fact, Uber, the ride sharing company launched in 2010, originated out of an effort to ease the pain of being unable to locate a cab on the streets of San Francisco. Today they operate in almost sixty countries and more than 300 cities. "In the third quarter of 2014, Uber accounted for 3% of business travellers' incidental expenses... Just one quarter later, that share expanded to 5%. As a percentage of total taxi rides, Uber usage has tripled from 11% in January 2014 to 33% in January of this year. To the extent business travellers are using Uber's taxi and ride-sharing services to replace traditional taxi rides, there's a modest hit to travel budgets."[1]

Uber had 160,000 drivers regularly working for it in the United States by December 2014. About 40,000 new drivers signed up in December alone, and the number of sign-ups was doubling every six months. Already on average, Uber's drivers work fewer hours and earn more per hour than traditional taxi drivers.

While they are disrupting the taxi business, they are also challenging many other notions. For instance, are Uber drivers employees of the company? Or is the Uber app on the consumers phone a way for consumers to hail a car that someone drives? The law keeps vacillating trying to answer such questions, but technology constantly challenges the established perspectives of law. The company has a valuation of close to $50 billion. That is more than several companies that may have operated for decades.

Uber is well underway to become a verb[2]. Consider Heal, a new smartphone app that can deliver doctors to your doorstep. Heal is a smartphone app similar to the on-demand car service Uber, but instead of a car, a doctor shows up at your door. Users download the app and then type in a few details such as address and the reason for the visit. After adding a credit card and a request for a family doctor or a pediatrician, the physician arrives in 20 to 60 minutes for a flat fee of $99.[3]

Once you get the model, there is an "uberization" of many different services. It is true that the pediatrician or doctor you hail on demand will not perform complex medical procedures, but the more basic diagnosis can certainly be done. Technology also allows the doctors to do more complex diagnosis as medical devices get reduced to an app that can reside in the mobile and track everything from food intake to exercise and blood sugar to other data about the patient that helps the doctor make comprehensive diagnosis.

A company like Xiaomi that makes smartphones has already become the third largest smart phone manufacturer in the world. In India, they sell their modestly priced feature rich phones through the e-commerce site Flipkart. The result: 20,000 devices sold in 5 seconds.[4] This pace is unimaginable in a brick and mortar store, and one that gives access to the digital society to millions that in the past would have been left out, thereby accelerating the entire process of expectations change.

Speed and scale are the hallmarks of these new businesses. Failure also is equally brisk. The consumers go to the showrooms and then do comparison shopping through their phones and order it through an ecommerce site and often pick up the goods from a storefront that acts as a warehouse for the manufacturer. To address an increasingly speed-addicted consumer, Best Buy figured that it was the only way they could compete with Amazon.[5]

The consumer to consumer website Airbnb pairs up people that have a spare room with people who need a place to stay. It is part of the sharing economy, a trend that allows individuals to monetize underutilized assets. With a $10b valuation Airbnb is already bigger than hotel chains like Hyatt[6] and has given birth, in turn, to such variants as Airpnp, which rents out bathrooms in New York City by the need to utilise them[7], or LiquidSpace for desk rentals by the hour, thereby changing entire notions of access to assets, capacity utilisation and gainful means of employment.

Companies can fall off the S&P 500 when they get too small, or get acquired. No one really knows why the rate of turnover is speeding up, but technological disruption is clearly a big contributor. Since 2002, Google, Amazon, and Netflix have joined the S&P 500, while Kodak, the New York Times, Palm and Compaq have all been forced off, essentially by changing technology. Back in 1958, a company could expect to stay on the list for 61 years. These days, the average is just 18 years.[8]

The Internet of Things will be putting sensors in everything from our cars and houses to the refrigerator and even our shoes. The Swiss mattress maker Elite[9] has added sensors to its products allowing it to charge by usage, which changes the business model for an expensive product in a market with great seasonal demand variation. These sensors will be spewing off data streams that can be monetised by only the organisations that can learn to navigate digital ecosystems. Accenture's Technology Vision 2015 outlines a fabulous example of companies that can navigate the digital ecosystem that extends beyond their own sectors and technologies to create a seamless experience for the user.[10]

Medical equipment manufacturer Philips is teaming up with Salesforce to build a platform that they believe will reshape and optimise the way healthcare is delivered. The envisioned platform will create an ecosystem of developers building healthcare applications to enable collaboration and workflow between doctors and patients across the entire spectrum of care, from self-care and prevention to diagnosis and treatment through recovery and wellness. By integrating data from multiple sources worldwide, Philips sees an enormous opportunity to improve patient health by enhancing the decision-making capability of medical professionals while increasing the active engagement of patients in their own treatment. The ecosystem Philips orchestrates to achieve these improved outcomes is vast: electronic medical records, diagnostic and treatment information obtained through Philips' imaging equipment, monitoring equipment, and personal devices and technologies like Apple's HealthKit.

So what will make companies survive in this era? Arie deGeus suggests four factors that have characterised success from historical analysis of firms[11]:

1. Long-lived companies were sensitive to their environment.
2. Long-lived companies were cohesive, with a strong sense of identity. Regardless of the unit they worked in, the employees felt they worked for one enterprise.
3. These companies were particularly tolerant of activities on the margin: outliers, experiments, and eccentricities within the boundaries of the cohesive firm, which kept stretching their understanding of possibilities.
4. Long-lived companies were conservative in financing.

We believe that these factors remain as relevant today even though the world seems to be juggling ever improving and disrupting technology.

Future of Work

It is not only the "customer-facing" activities of firms which are changing, however; the "back office" is being reinvented as well. In 2009, *Time* Magazine had speculated about the future of work. Their conclusion was that "The key to finding the jobs of the future will be in knowing where to look."[12]

Uber, and more broadly the app-driven labour market it represents, is at the center of a massive redefinition of how we look at jobs. With companies facing disruptions in their business models, they are getting used to laying off vast numbers of their workforce. The end result is an increasingly disengaged workforce. Artificial Intelligence is getting more sophisticated. In 2014 Facebook unveiled an algorithm called DeepFace that can recognize specific human faces in images around 97% of the time, even when those faces are partly hidden or poorly lit. That is on a par with what people can do.[13]

Machines and robots are increasingly being used side by side with humans. A number of routine jobs are being done by machines as Artificial Intelligence is getting more sophisticated. The US Army is going to replace several human soldiers with robots,[14] and a growing reliance upon drones is already well-established.

More news is written by robots than we think. The AP news service is publishing thousands of earnings articles this year, produced entirely by an automated service.[15]

Manufacturing is already being revolutionized by industrial robots whose prices are dropping. That makes them attractive investments to replace humans at least in routine tasks. Companies will have to consider adding robots to the workforce plans that have involved only human workers so far. This is especially useful to do in case of areas like analysis of huge data sets and cyber security where it is hard to find top talent. Forward-looking organisations are building blended workforces to fill those skill gaps. The advent of additive manufacturing [3D printing] will not only also change the job of manufacturing, it will also change the location of the activity and the skills needed to be an operator.

The training department may need to focus on training robots while the leadership development group will focus on teaching leaders tasks that need more creative thinking and working across disciplines.

Crafting a Learning Strategy for the Future

There is no longer any question regarding the appearance of widespread disruption across our industrial landscape. Ubiquitous and incessant change is the leitmotif of our era. The real question is how do we prepare our leaders — both corporate and public sector — to deal with such change in a thoughtful, graceful and effective manner.

The salient characteristics of the disruptive changes we are facing provide guidance into the leadership skills required. They include such discordant notions as:

- "temporariness" rather than permanency in the nature of jobs as well as firms
- the commoditisation of expertise, reducing reliance on traditional functional knowledge for career-building; yet, having to know about more things more readily
- customer- and employee-expectations that corporate leadership will lead a digital life – always on, speedy decision-making, liberation of work rules, etc.
- sharing of workloads with "outsiders" rather than doing everything by in-house and by one's self.

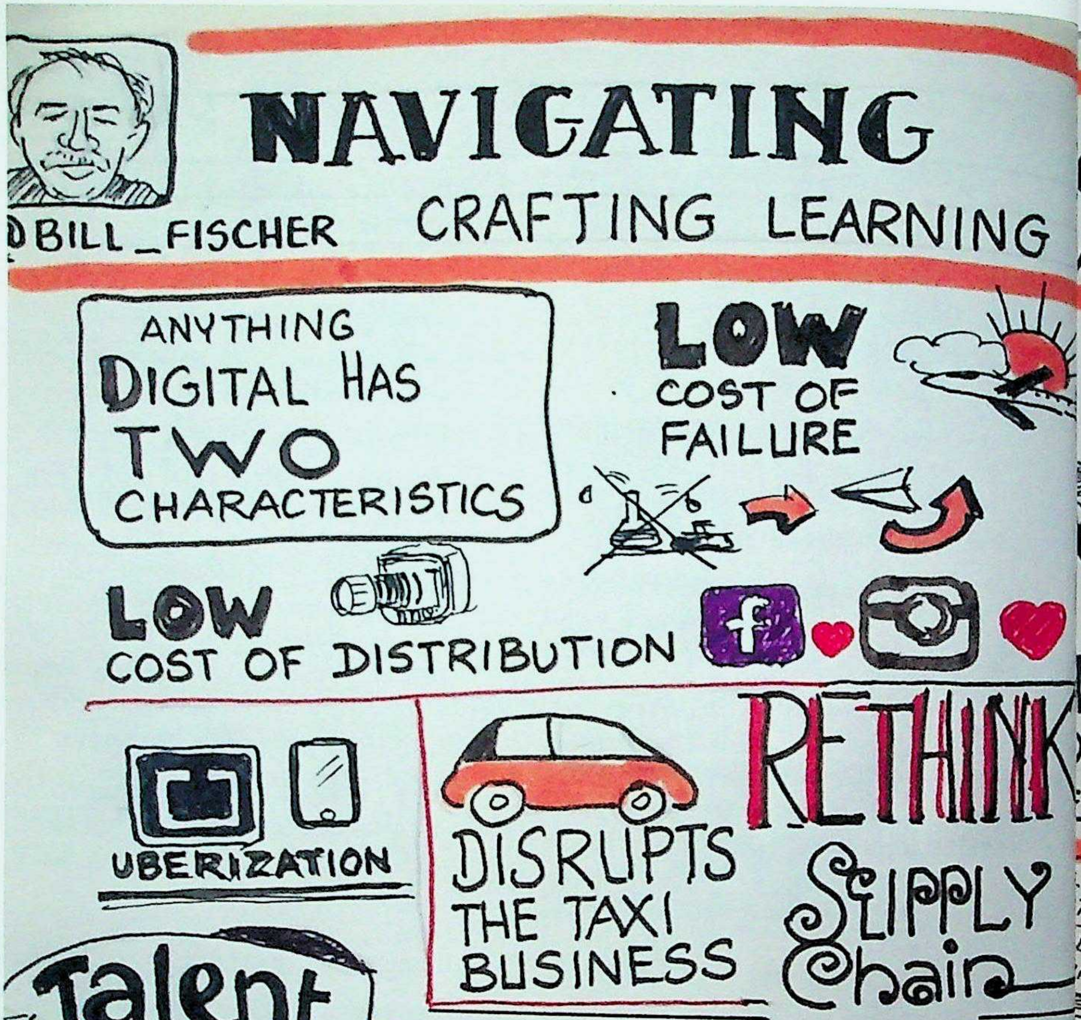
Yet, if we are honest about what we see in many of the leadership teams with which we are familiar, their characteristics are at great variance with the emerging needs of our time:

- While these teams may be successful in their present generation of offerings, they are quite vulnerable to disruption from outsiders in the next generation of industry offerings
- They are comprised of earnest, ambitious, successful (& nice) people who are extremely competent in past skills
- There is a noticeable and worrisome lack of urgency
- They are all hesitant... afraid to experiment
- They are all afraid of disturbing existing successful businesses (& cash flows)
- None of these senior leadership teams are comfortable with social media or digital life
- It is difficult for them to imagine any sort of major reinvention of their business models, or corporate culture, much less try some
- They are beholden to a shareholder value maximisation philosophy that is dangerous to the sustainability of both their organisations and our planet
- They are managing complex organisations in ways that diminish talent and by measuring the wrong things.

Challenges for Leadership

Disruption is a leadership phenomenon. Past success is the most effective predictor of future failure. Most disruption occurs not by making the wrong choices, as much as failing to choose at all. When the Ritz Carlton's head of training professes to be unaware of Airbnb, or when the publisher of a newspaper depicts future strategy in terms that disown past strategies[16] we can begin to see the magnitude of the challenges ahead. What is needed is close to a complete reworking of our leadership model:

- **From well-versed in the present to curious about the future:** Most of the expertise at the top of an organisation is present- (if not past-) oriented. We need leaders at the top who articulate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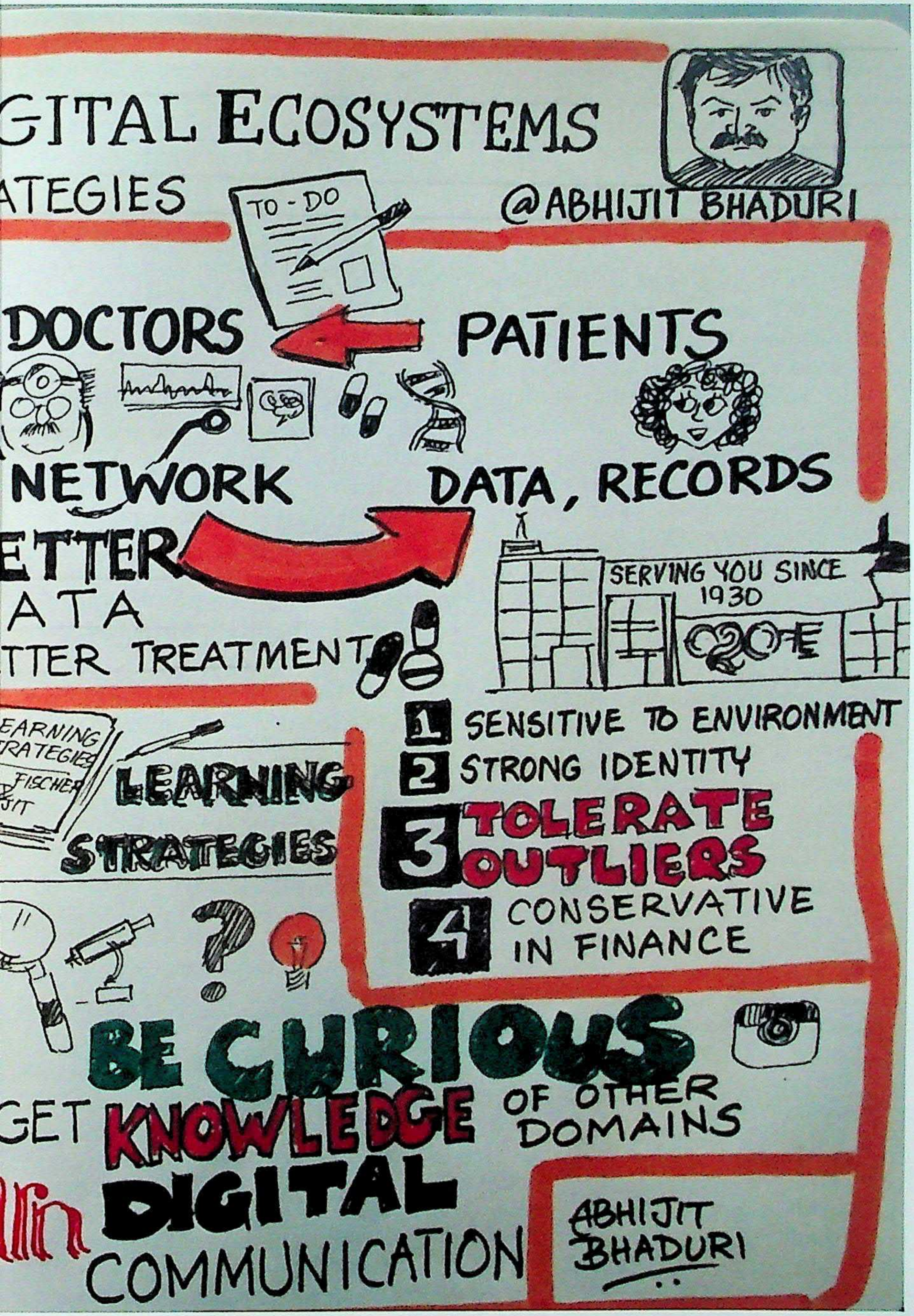
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bold new visions without being tied to the success stories of the past. Ironically, much of executive development today is historical: how past wars were won. While it is difficult to "teach" curiosity, it is certainly possible to encourage future-oriented thinking among managers, and insist on future-oriented exercising.

- **From "Is to Ts":** Most career paths assume that past functional success will lead to future leadership excellence, and expertise-deepening is the preferred career development past, but much of what we have described above relies upon the broadening, rather than narrowing, of awareness. As innovation observer Jorge Barba has recognised: "we don't need a society of more entrepreneurs; we need a society of hungry minds."[17]
- **Digital communication:** Tomorrow's leaders need to be skilled in multiple formats of communication eg blog, WhatsApp, Snapchat, Townhall, face to face across geo, culture and time zones. Ever-connected and living in a realtime world of communication.
- **Fast > knowledgeable:** Speed has become a key differentiator for successful executives as well as organisations. We must recognise that in a world where failure can be cheap, and the future is unknown, that velocity must become more important stability in everything we do, be it going to market, or making managerial choices.
- **Innovation as the way we live:** Innovation must become a way of life for everyone in tomorrow's organisations. In order for this to happen today's leaders, from the very top down, must become more innovative in their leadership styles. This does not mean that they, themselves, must take-on the burden of idea-generation, far from it! But, they need to become the role-models for the behaviour they wish to encourage. If your organisation wishes to take more chances, then its senior leaders must prototype/prototype and fail publicly, or else who else will take such chances?

Conclusion

Gartner, Inc. forecasts that 4.9 billion connected things will be in use in 2015, up 30 per cent from 2014, and will reach 25 billion by 2020.[18] As devices get connected the business opportunities will lie beyond the neat boundaries of one enterprise. Every home and every device is a new source of connections and conversations. Being able to build authentic conversations will lie at the heart of business. At the very top the leaders will need to forge relationships unrelated businesses and sectors so that they can craft businesses that operate seamlessly between the digital and the physical world.

Collaborating with specialists across geographies and time boundaries will be a key competency at all levels. Navigating digital ecosystems will need leaders who are unafraid to have conversations in real time on the social platforms and learn quickly from others.

With industry boundaries blurring and generalists replacing specialists in terms of expertise, it behooves us to design organisations where Roles take precedence over Positions for moving the organisation forward. This means considerable tolerance for ambiguity and conflict within an organisation setting in the pursuit of directional fluidity. We are still learning how to manage human beings, but now leaders will have to learn to manage workforces that include machines. Work will have to be reimagined so as to leverage the best of humans and machines.

None of this should suggest that leadership is a declining art, in fact, it is just the opposite. Leaders are more important than ever, but what will change is that "Letting Go" as a leadership style will become more rewarded and collaboration as a key leadership competency more prized.

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LEARNING, LEADERSHIP & PERFORMANCE IN THE CHANGING BUSINESS CONTEXT

ANURANJITA KUMAR

About the Author

Anuranjita Kumar is presently the Managing Director and Chief HR Officer of Citi South Asia. In a career spanning over 2 decades in Human Resource Management; she has worked across geographies in Europe, Middle East and Africa (EMEA), Asia Pacific (APAC) and the US. She is an Advisory board member of SHRM India, Chairperson of the HR Committee at Amcham India and Member of CII National Core Committee on Human Resources.

We live in an ever evolving world where what could not be imagined a few years ago has become the reality of life as we speak. Ever more so, the time taken to cover the distance between "unimaginable" to "reality" is shrinking rapidly. Change really is the only constant and having witnessed the business context change over the last couple of decades, one cannot agree more with Heraclitus! The VUCA world is here and now!

So far, socio-political and economic developments have influenced the way organisations do business. The set of influencers have augmented over the years. Today, technology, internet and social media are equally important factors. When Mark Zuckerberg conceptualised Facebook as an informal social networking site for his fellow students in Harvard, no one would have thought of social media as one of the biggest possible business influencers!

The formidable truth of operating in such an environment is that one has to be change ready. To be on top of the game, companies not only need to embrace change but do so with agility and with grace. Needless to state, the organisations that innovate and bring about the change will have the truest competitive advantage. This mindset of change will have to be imbibed by all organisational functions as well – with learning, performance and of course leadership being at the very heart of this change!

Changing Business Context: What is actually changing?

Change in business context can be internal and external. Internal factors may be rapid growth plans of the organisation, change in strategy or leadership and change in the employee mix. Policy or regulatory modifications, evolution in customer expectation and technological advancements in the industry can be enlisted as the external factors. The linkages between these factors have got enhanced, with neither of them operating in isolation from the other! The game changers amongst these would be the diversity in the employee mix, digital advances, use of social media and the ever evolving customer expectation.

"How" business is done is changing

With the boom in the digital space, the world has become integrated in a manner like never before. Business is more global, boundary-less and almost virtual. Social media is creating networks that were totally unforeseen as recently as five years ago! Whilst this is creating new methods of doing business, it is also a serious threat to some traditional established ways of trade.

- *Virtual Reality*

  Internet has created a whole new – playing field which in not palpable and yet influences business in every way. Unforeseen spaces like e-commerce websites have been created and are forcing the conventional business houses to reinvent and adapt at a break-neck pace. Products are available for sale virtually and clients are prospected through remote connectivity. Advertising agencies no longer hire bill-boards but create a You-tube video for publicity which goes viral on Facebook! Recruiters contact prospective hires through Linked-In and CEO town-halls are streamed live across the globe. My own interactions have shifted from face-to-face meetings to video conferencing and now to web enabled video calling from my laptop!

  Businesses have to shift to the virtual world in all dimensions- from marketing to hiring and from product development to employee communication.

- *Supersonic Speed*

  Organisations are grappling with the pace of change in the space of technology and social media. The technology one is investing in or developing becomes obsolete in the flash of an eyelid. Disruptive technologies are creating a whole new way of approaching business and the sheer pace required to keep up with these changes is a major influencer.

  Companies need to keep evolving in the way they embrace technological developments to address the need of the hour.

"Who" gets employed is changing

Most organisations are in the midst of major changes in terms of their workforce mix. Diversity in workforce started as an effort to increase meaningful participation of women in workforce. It has now broadened its horizon and we talk of generation, disability, sexual orientation, race and age. No organisation with global ambitions can ignore half of the female workforce, two thirds of the young work force and three fourth of the non-Caucasian workforce.

- *Millennials*

  Statistics indicate that by 2025, 75% of the global workforce would comprise millennials. Economies like China & India are already reaping benefits of their younger work-force Organizations must stay relevant to this younger employee set to be ahead of the curve.

  This generation has completely different expectations from organisations and stability does not top the list! They want to work for companies that encourage innovation, invest in their skill development and make positive contribution to the society at large. They demand involvement in decisions that affect them. Status-quo is not acceptable to them!

- To be the employer of choice to this generation, organisations need to have an open culture and must be willing to re-invent. Practices which are slow and bureaucratic need to be eliminated and discussions have to find speedy closure. Reward structures need to be redefined to stay aspirational and propel excellence. Companies cannot strike a chord with this generation simply by providing an employment and salaries- they need to add meaning to the lives of this employee set! Likewise, organisations will need to ensure that they are able to bring together harmoniously the varying generations in the workforce, allowing them to learn from each other's differences!

- *Women in the workforce.*

  As organisations feel the imminent need to attract and retain more women, some ground on gender diversity has been covered over the last few decades. However, if they truly want to engage with this critical section of the workforce, much more will need to be done.

  A study conducted by Pamela Stone for *Harvard Business Review* indicates that 60% of the female high achievers worked well past the birth of their second child but 90% of them quit subsequently because of workplace problems*.

  Organisational policies and processes will need to be defined in a manner that eliminates any barriers including sub-conscious ones in the development and retention of women employees.

  With the increasing workforce participation rate of women, the demand for flexibility will increase. Also, with seamless remote working alternatives available, the key would be to ensure that these options are not only introduced but also encouraged, allaying any fears that may exist in the minds of their users. Managers of female employees need to be sensitised and laws around respect at workplace need to be reinforced with rigour. The idea is not just to tap into this rich pool of talent, but also to provide them with the tools and environment that allows them to maximise their performance and potential.

"Who" could be the next client?

While the employee is getting younger, so is the customer. Technology has rendered world boundary-less and proponents of free trade are raising a toast! The marketing gurus are finding it tough to pin down a pattern in the way the new age customer is behaving and readily tag them as "unpredictable".

- *Choice is the weapon*

  The new age client is very different from those organisations have been used to thus far. They have the most powerful tool at their disposal - that of choice! Organisations often find themselves trying to overtly or covertly be "The Best Choice" for the new age customer. There is forever the demand for new, for better, for exciting and for best in class. Internet and shrinking commerce boundaries are allowing people to sit in India and buy things off virtual retailers in the US if the choicest product is not available in India!

  Organisations, especially the global ones, have to be locally relevant and yet match international standards. They need to provide choices which suit the palette and fit the budget. Choice coupled with the fading need to touch and feel a product before purchase makes the world a market-place for the new age consumer.

- *Loyalty, a Virtue?*

  Customer loyalty is no longer being driven by emotion or the fact that you were one of few options available to her. Gone are the days where a brand could attract customers by its sheer size or historic success. The new age customer is young, dynamic, is willing to experiment, knows what she wants and the product expectation could change in every few weeks with perfect nonchalance.

  Organisations need to constantly enhance their product features and innovate their offering to drive customer engagement. What Apple does to drive its customer loyalty is a classic example of this. While the product is world class, the focus is always to create something new and better every two or three years. This keeps its loyal customer engaged with the brand.

There is too much energy and too much activity in every aspect of business. One cannot afford to lag behind and not capitalise on the changes that are happening. The question is how?

To my mind, the answer lies in the levers of learning, performance and leadership. These powerful levers are the ones that will shape how organisations and employees are equipped to operate in the changing business paradigms of the VUCA world.

An organisation whose leadership has the vision of tomorrow and the agility to evolve with the environment is the one that will garner the best results.

This would of course need to be achieved with the right employees who keep developing & re-skilling themselves and whose performance is being measured for what really matters!

Changing the way we learn

Learn to Change and Change what we learn! Changing times requires learning to enable readiness & acceptability. Readiness to change can only be driven if learning moves away from traditional ways.

The target audience of the Learning function in organisations has changed. L&D needs to re-invent itself soon enough to play its part in helping organisations lead and manage this evolution. Learning as a function need to modify at the level of pedagogy and also has to formalise change readiness.

Pedagogic shift

The average time-span of a typical class in a training program is decreasing. Whether it is a skill development program or a leadership classroom session, the learner is way younger and more technologically savvy. She wants to be spoken to in a language she will understand. Learning agenda charted out for her needs to be more engaging and more experiential. While learning has moved from classroom to practice in theory, it is high time we make this shift in the organisational context

- *Dwindling attention span*

  The attention span of the new learner is decreasing. The traditional instructional design does not tackle this problem. Two day classroom sessions do not gel well with the learning style of the Gen Y employee. The programs need to be broken into modules which maximise the flickering attention span!

- *Usage of Technology*

  From the technology perspective, learning needs to move ahead of self-paced computer based e-learning modules. If the youth is accessing Facebook & Twitter from their phone, learning too should shift to mobile applications. Gamification is being adopted as a good way to replace classroom simulations and enhance learner's engagement.

- *Content Design*

  The content design needs to speak to the realities facing the learner. The way we define communication, conflict, leadership, effectiveness and other skills have to establish connect with the younger employee set.

Change Readiness

While learning as a function evolves, it also needs to create readiness and acceptance towards the change. Change Management is now a part of the learning curriculum across most organisations. The content revolves around theories on managing change or being the change agent. The classroom discussion is usually on transition management i.e. any change with a negative connotation. Constructive change may be discussed briefly. In the current business context, L&D needs to create a positive message around change and agility. It needs to be seen as a constructive process and something that is being encouraged. Learning also needs to lead the way through educating leaders and employees alike about the nature of changes being anticipated and how to be ready for them.

Performance Management

If the expectation of the employee from the organisation is changing, wouldn't it be advisable to look at the reverse flow as well? If the environment in which organisations operate and the customers it targets is evolving, shouldn't the goals be redefined? The performance management system needs to be revaluated at two levels- what are the performance parameters and how are they being measured.

Redefining Performance Parameters

Performance Management simply defined is the art and science of goal setting and evaluation of goal achievement. Traditionally, the expectation from the entire process is to drive better performance from employees and distribute awards commensurately. For a sales organisation, employees are measured against the targets achieved. A service/ operations set-up is assessed basis the number of errors. A manager is assessed against her team achieving goals and absence of attrition.

The approach is fairly straight-jacketed. The usual carrot-and-stick principle guides the system. Innovation and collaboration could find a mention in the annual rewards ceremony but not accounted for while assessing employee's performance. We are so constrained by our understanding of what can rightfully be done and what cannot that we are suffocating creativity.

- *New age performance parameters*

  To deal with the challenges of running a business today, organisations need to reward people for being creative. We need to assess relationship with stakeholders, value addition to the process and the overall impact created. Sales force needs to be assessed not only on the numbers met but brand value created. Operations teams need to be recognised for process efficiencies and leverage. A manager needs to be awarded for the number of team members she is able to give a career to. Use of new technology to make things simpler has to be promoted. Creativity in sourcing and hiring the right talent should be in the goal sheet of recruitment professionals. Organisations need to be open to new approaches for doing the same old job. The performance system will need to evolve to take into account entrepreneurial behaviours, moving far beyond the traditional metrics that were tracked. Unless we re-define goals for employees, we will cease to create desirable impact through Performance Management System.

"Metrics Reloaded"

Organisations need to rethink the evaluation metrics. The existing performance management practices are built around comparison. The bell curve has been dictating the year end exercise for a while now. How well you do is largely defined by how well others in a similar comparator group have done. Logically, this makes sense given that organisations have limited resources to allocate. Forced ranking seemingly is the only way out. Or is it?

- *Feedback tops the priority list*

  The Gen-Y employee is unique. She likes to have her own value proposition and wants to be recognised for what she brings to the table. She wants feedback so that she develops into a better professional. The sense of doing better than everyone else is gradually fading into doing better than one-self. Performance Management systems need to evolve and understand this need.

  While there is much debate about abandoning the bell curve, the feedback mechanisms none the less should definitely become stronger. Most organisations follow an annual performance management cycle with a midyear check. Managers are not incentivised on the quality of feedback they give or the follow through that happens. To ensure that performance management process does not become redundant, companies need to give utmost importance to feedback mechanism and ensure that feedback is continuous, instant and relevant.

Lead Your Way through Change

Ted Turner's famous words "Either lead, follow or get out of the way" resonate with the business sentiment in the current business scenario. The changes we are witnessing are here to stay and would only get accelerated going forward. Organisational leadership has a two-pronged role to play — it needs to make space for the new age leaders and help the organisation steer through the volatility.

New Age Leader

Connotations to leadership are changing as we see customers, employees and technology change. While experience has been a key leadership trait in the past, creativity, innovation and collaboration are now must-have skills.

- *Be the New Leader*

  While the leadership in many organisations may not yet be from Gen-Y, understanding this generation as consumers and as employees is becoming a matter of survival. Some of our existing leaders are technologically savvy while the others don't find themselves comfortable. The intent is not to say that all the board members should be active on social media! The idea is to ensure they understand the impact of technological, demographic & market changes and allow their organisation to embrace and leverage these.

  Also, leaders today must have a global mindset and possess cross-cultural sensitivity and appreciation. Organisations need to create an advanced level of awareness and openness towards gender, ages and cultures. The corrosive effect on brand and publicity that the absence of this sensitivity can create is needless to re-iterate.

- *Unlearn & Re-Learn*

  With the demographic paradigm now shifting in favor of the younger generation, leaders need to demonstrate the willingness to be guided by the Gen-Y on social media, technology and consumer behaviour. With the changing business context, reverse mentoring is proving to be an important tool to achieve this. Leaders should have the flexibility and agility to harness the expertise of their younger employees and combine it with their own experience and wisdom! Reverse mentoring is the key to identify and solve some very pertinent blind spots we are likely to have as leaders. I personally discovered some very enabling aspect of technology and social media we could use at workplace through my Gen-Y reverse mentor!

Leading through Tough Times

Not all organisations at all times will be able to lead change and stay ahead of the curve. Many will be caught unawares and left to deal with the after-impact of the change and to adapt to that which has modified. The sub-prime crisis is the classic example of such a situation. Resilience to change becomes a critical skill in leading tough transitions in the VUCA world. Organisations need to invest in enhancing the emotional quotient of its leaders along with imparting structural/ procedural know-how. Their ability to understanding the nuances and connect-the-dots to the big picture will be the differentiator!

- *Resilience to Change*

  Leaders have the onus of not only accepting the changes themselves but to ensure that the whole organisation gets aligned. It often means dealing with despair, building hope, letting go and managing a balancing act. They need to be aware of both the structural and emotional aspect of change.

Structural changes are changes in the revenue model, marketing strategy, upscaling or down-scaling of staff etc. The people aspect of change involves managing trust, communication, energy and hope. Leaders often find it difficult to balance both structural and people aspects together and the latter suffers in the process. Organisations need to build leadership capability to deal with the people aspect of change. Establishing trust, demonstrating the right amount of patience and being empathetic are the skills we needs to equip the managers with.

Conclusion

In today's ever-evolving scenario, for organisations to thrive, they will need to embrace transformation- within their leaders, employees, systems, processes and most importantly, in their collective thought-process!

The learning & performance management approaches will play a defining role in how organisations and their leaders are able to adapt and make the most of the exciting revolutions that are happening on the business front almost every day! Having worked across geographies and having seen business go through various crests and troughs, I can comfortably state that the ability to read environment cues and adapt one oneself to them is the best strategy.

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BUILDING A DISTRIBUTED NETWORK OF LEADERS

RAJANI SESHADRI

About the Author

As an executive coach, **Ms Rajani Seshadri** assists leaders to hone their strengths and overcome limitations, to achieve personal and professional success.

Previously, she was responsible for TCS's European Telecom Business and has been credited with operational excellence, top-notch execution, world-class quality, and the highest levels of customer satisfaction.

Introduction

The landscape of business is changing rapidly. Where, a few years ago, strategy documents looked five and ten years ahead, the horizon has now shrunk to 12-18 months for both, traditional brick-and-mortar companies and new technology companies. The speed, scale and structure of change is unprecedented.

All information is available at your finger-tips, just a credit-card away. Companies burst on the scene overnight and often vanish just as fast. Poor results are punished at the speed of light. Consumers rule with social media. Alliances are built over the Internet and become links in a larger supply-chain, to create new companies and new services. Organisations and their structures change abruptly and often.

In this Volatile, Uncertain, Complex and Ambiguous (VUCA) landscape, an organisation needs to build a leadership team that is willing to constantly learn and adapt in order to deliver the performance that the markets and stakeholders expect.

Organisations need to anticipate changes, prepare themselves to handle uncertainty and ambiguity as the norm and build the expertise to tackle complexity. Any organisation that aims to do this day-after-day, month-after-month and most importantly quarter-after-quarter needs to be nimble, agile and adaptive – that is, it must be **Resilient**.

The most critical attribute a Resilient Organisation must cultivate is the Spirit of Innovation.

The Spirit of Innovation creates those breakthrough business ideas that enable the organisation to succeed in both, the red-ocean and blue-ocean of its market; staying ahead of the existing competition and building first-mover advantage to deter wannabe competitors. This same attribute finds new ways of selling, new ways to build the brand, new ways to identify, attract and retain talent and above all new ways to constantly build and re-build the leadership pipeline. This in turn means that the Spirit of Innovation must be present and nurtured in every function of the organisation – not just in the core products and services team but also in manufacturing, marketing, sales, HR and Learning & Development.

However, the Spirit of Innovation cannot grow in a vacuum. How are those market-making breakthrough ideas born? Rarely does this happen in isolation. When people with different backgrounds and training and outlook come together as stakeholders and bring their perspectives to play, a truly innovative idea takes shape. Product designers, marketing and sales professionals will co-create a product or service along with potential customers. Manufacturing, HR, L&D and others will then need to work together to translate this idea into reality.

The IQ-EQ debate has arrived at a point, where we accept that while IQ is essential, it is by no means sufficient. Emotional and Social Intelligence are even more important. Moreover, the organisation itself must display IQ, EQ and SQ. The organisation must certainly demonstrate expertise, an awareness of it capabilities and confidence in its ability to meet the customer's needs. But it must also be humble enough to learn continuously, Any stakeholder – customer, partner, employee or the community, interacting with the organisation must find it empathetic, motivated to serve their needs and inviting of collaboration. It must engender trust in its stakeholders. It must develop Collaboration in its very DNA.

However, Collaboration and Innovation have to be deliberately and meticulously cultivated. Every communication, initiative, programme and team-building exercise must emphasise that the organisation will be built on these values and will reward these behaviours, disproportionately even. The slightest hint that they may be "the flavour of the month", will provoke a wait & watch attitude that will never let the culture develop. This is where Leadership will be the key differentiator.

The Leaders of a Resilient Organisation set the agenda and emphasise collaboration and innovation through every action that they take. They build the platforms that allow these behaviours to develop and flourish.

Leaders of Resilient Organisations emphasise collaboration and innovation in every transaction

Leadership in the Resilient Organisation

Literature in the area of Leadership Development distinguishes between a transactional leader and a transformational leader. While transactional leaders take people where they want to go; the destination and the route are often arrived at in an iterative fashion in the resilient organisation. Approved strategy documents leading to long-term business plans that are broken down into business unit plans often do not exist or keep changing dynamically.

The definition of Leadership in this context is also no longer the sole "Great Man" that most of us are familiar with – Churchill for World War II, Mahatma Gandhi for Indian Independence, Jack Welch for GE and so on. **Rather, it is more distributed, with a network of leaders and** intrapreneurs who share a common broad vision of success and whose abilities, skills, **expertise and experience complement each other to the benefit of the organisation**.

These are therefore Transformational Leaders, who take the organisation and its people, where they ought to go. They may not have all the 'i's dotted and the 't's crossed, but they have their eyes on the target and the ability to navigate towards the goal, even as they tweak and reinvent the organisation, its culture and its methods during the journey. They lead by influence, inviting people along on the journey, so that along the way, every one of those people thinks and demonstrates the Art of Collaboration and the Spirit of Innovation.

However, the emphasis is on the "distributed network of leaders" rather than the individual leader. This network focuses on the success of the organisation by collaborating to play to each other's strengths. This behaviour is not automatic but must be created and cultivated through Leadership Development Programs.

> **In a Resilient Organisation, the Hero is the distributed network of leaders**

Thus, during this process, the organisation itself has morphed and no longer resembles the entity it was a few years before. Thereby, it demonstrates that it carries the Resilience gene in its DNA.

So what must a organisation that aspires to be Resilient do – deliberately - to embed these attributes into its DNA? It must

- **Build the right network of leaders**
- **Promote Intrapreneurship**
- **Enlarge the Idea Pool by encouraging Diversity**
- **Collaborate to drive Innovation**

The Right Leadership Talent

As mentioned earlier, a leader must have a high level of Emotional Intelligence and Social Intelligence. However, these qualities are generally cultivated in the formative years when the organisation has no role to play. Other things being equal, the task of HR is to identify these leaders who display high IQ, EQ and SQ. As these individuals are all 'stars', care must be taken in building the teams. *Harvard Business Review* article (Jan-Feb 2013 issue) "Making Star Teams Out of Star Players" by Michael C. Mankins, Alan Bird and James Root argues that the theory that all-star teams fail is a fallacy and that the right leadership in selection and performance management can produce brilliant results.

Each individual in this all-star team becomes a node in a network of leaders. Thus far Leadership Development Programs have focused on building technical, human and conceptual skills in the individual. While these are still necessary, the program must go further and farther to strengthen the links or veins between the nodes, as much as the individual. These veins carry the blood of collaboration that eventually results in innovation.

The Leadership Development Programs (LDP) must be designed to make collaborative work the norm. The output would be a distributed network of transformational leaders - who can in turn provide direction and guide their teams to work towards a collective, common objective. Thus, the distributed network, which owes its success to the veins as much as the nodes, becomes a part of the organisation's DNA.

Building the leadership involves picking the leaders with the right blend of IQ/EQ/SQ and shaping them to absorb the company DNA

Each of these networks may bring new ideas to the table that can transform the fortunes of the organisation.

Intrapreneurship – the growth driver

What happens when a new idea is brought to the table? It may not be "what we have always done in this company", but is it the way of the future?

An organisation that is Emotionally and Socially Intelligent will have the intellectual bandwidth and maturity to facilitate the development of this idea that could become a key part of its business. It will understand and accept the long incubation period of a good idea. It will also recognise and create the collaboration platform that is essential for the progress of the idea, by bringing together the right community of stakeholders, both, internal - marketing, sales, finance, etc. and external – customers, partners and perhaps, other innovation networks to give the idea the best chance to succeed.

A collaboration platform of all the stakeholders is crucial for ideas to succeed

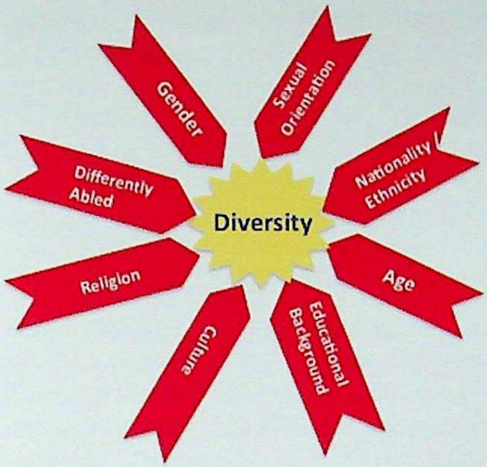
Says Dan Schwabel, contributor at Forbes.com, "Smart companies encourage intrapreneurship because it fuels business growth and allows them to gain a competitive advantage in their industry. At LinkedIn, employees can come up with a new idea once each quarter, put a team together and pitch their idea to the executive team. If their idea is approved, they are able to spend up to three months time dedicated to turning the idea into something that benefits the company. At DreamWorks, they take this a step further by actually teaching their employees how to formulate their pitch and then allowing them to practice in front of executives. At Facebook, and many startups, they have hackathons where they encourage engineering teams to collaborate on software projects. The "Like button", one of the most important innovations in the company's history, was the product of a hackathon."

Lest we think this is a 'techie' thing – intrapreneurship has been around for a long time. Lockheed-Martin's SR71 aircraft model, 3M's Post-Its and the Sony PlayStation are some of the famous examples that come to mind.

When the culture of intrapreneurship is established, it sends out the message that the organisation welcomes an entrepreneurial mindset within and is innovative in its thinking, as much as in its products and services. The multiplier effect acts not only on revenues and profits but also builds networks of transformational leaders who appreciate the need for collaboration with a wide group of stakeholders. They are also the mentors and role models for the next wave of leadership talent.

The Diversity Dividend

Scott Page, a professor of complex systems at the University of Michigan at Ann Arbor, says, "innovation provides the seeds for



economic growth, and for that innovation to happen depends as much on collective difference as on aggregate ability. If people think alike, then no matter how smart they are, they most likely will get stuck at the same locally optimal solutions. Finding new and better solutions, innovating, requires thinking differently. That's why diversity powers innovation."

That cultural differences drive differences in view-points is something that we understand intuitively. But what organisations are yet to appreciate, is that men and women literally see the world around them differently. Sally Helgeson and Julie Johnson describe these differences in their wonderful book *"The Female Vision – Women's Real Power at Work"*. So do differently-abled people: a colleague who is visually impaired is a strong champion of designing software products for accessibility.

Millennials expect to use social media, wikis, blogs, instant messaging, video-conferencing on hand-held devices as productivity enablers. They are instinctively attuned to integrating these into products and services that they conceptualise.

As Indians, we believe we have diversity built into our frameworks. However, while we do have linguistic diversity, there is a huge commonality of education, experience and cultural backgrounds, which leads to a self-selection process resulting in a homogeneous leadership.

Imagine the results of a brainstorming session that includes people of different age groups, ethnicity, nationalities, gender, race and physical abilities. What a wide spectrum of ideas and possibilities would we generate! If this is not the Spirit of Innovation, what is? This group truly demonstrates the Art of Collaboration.

Not withstanding the Linguistic & Religious Diversity, most companies in India have a homogeneous leadership structure

Think of the leaders who can effectively harness the energy of this group – they embody the Spirit of Innovation in leadership practices.

Collaborate to Innovate

At the heart of Innovation is an ocean of ideas. Not every idea pans out, so the larger the pool, the greater the probability of success. The stakeholder community is growing rapidly and customers are no longer satisfied with making yes or no decisions on what a company offers. Customers are only too ready to tell you what they want and their money goes to the organisation that listens to them. How then does the resilient organisation respond?

The Coca-Cola Company has done it by designing a soft-drink dispenser, FreeStyle, a machine, and a related mobile app that allows a user to mix new flavours (and save them through the app). This equipment innovation acknowledges that individualised consumer experience is a valid expectation. The new mobile app lets consumers save all their blends, so any Freestyle machine will know their favourite flavour combo. User feedback on the Freestyle through the app, combined with technical monitoring, provides Coke with insight on product, consumer engagement and new dispenser opportunities. It is real-time consumer co-creation with the potential to develop completely new markets for the company, says Avi Dan on Forbes. Fedex did it by working with a group of doctors and logistics specialists to achieve on-time, zero-defect delivery of live tissues for organ donation.

Business realities force us to accept that we focus on our core competencies – but at the same time, our products and services must integrate new technologies and be tailored to the needs of a customer or consumer. As above, I quote Scott Page of Ann Arbor University, "Finding new and better solutions, innovating, requires thinking differently." And to think differently, we need to bring together a group of people whose view of the product or service may be completely different from ours.

For example, the designers of a car look at it from a technical point of view – does it deliver more power, are the aesthetics appealing, does it have superior safety, is it more fuel efficient? The manufacturing people want to know if they need to make special moulds and dyes, how easy it to assemble, are any of the parts so expensive that it will drive up the price of the car too high? The sales and service staff have their concerns. But all of this looks inward – it is product centric and unfortunately, old-fashioned! A buyer may want to know about the experience – driving comfort and safety is basic hygiene. What about GPS, GPS accelerometer, and gyroscope? Will it use Bluetooth-Low-Energy technology to communicate with my smartphone, so I can share my data with an insurance provider and get them to see that I'm a safe driver who deserves better rates? An eco-sensitive buyer may want to know how green is the car? An absent-minded driver may want the car to identify itself in the crowded parking lot.

The point is, it is hard to envision all product features that are considered essential and wonderful-to-have by a wide base of customers. Within the organisation, the product is at the center. We have to change the focus, so that the user's experience drives every decision.

This is possible if we create an environment that invites inputs from internal and external stakeholders – employees, partners, government, the community, prospective customers, enthusiasts (through crowd-sourcing) and other innovation networks. It could well be that the concept that emerges is very different from what the organisation would have produced.

A Resilient Organisation says it loud "it is not our idea, let us do it"

However, in order to benefit from this Collaboration that would power Innovation, the organisation must first welcome multiple perspectives and build mechanisms that invite and reward inputs from internal and external stakeholders.

Within the organisation, the distributed network of leaders with their analytical, emotional and social intelligence will drive collaboration through the veins that connect them.

For the external world, social media platforms for crowdsourcing of ideas and solutions must be integrated into the resilient organisation's way of doing work. Big Data and analytics must be the norm for sorting through the inputs to arrive at actionable items. Mobile Apps that provide user feedback must be knitted into the system. The organisation must be able to identify the ideas that it has used and reward the author of the idea must also publicly recognise her as an independent contributor, so there is 'something in it for her".

> **Performance Scorecards must measure if at least 50% of ideas are from external stakeholders**

But in order to institutionalize these practices, the organisation must have performance metrics on the Spirit of Innovation – as we accept that no organisation can be the fount of all good ideas, performance measures must check if at least 50% of the organisation's ideas come from external sources. Then and only then can collaboration be widespread, seamless and innovation be the norm.

Conclusion

To sum up, the HR role in this new world is both strategic and transactional. While it is rooted in certain principles, HR practices must constantly evolve in the dynamic context.

What must HR Do?

- **Filter for IQ, Select for EQ**
- **Build the right all-star team of leaders**
- **Build LDPs that address the Nodes & the Veins of the Leadership Network**
- **Develop Performance Measures for**
  - **Intrapreneurship**
  - **Diversity**
  - **Internal-External Idea & Solution Invitation**

HR must engage the leaders, both at the individual and network levels. It is not enough to understand the business and train leaders for technical, human and conceptual skills – this is passé! HR must develop an Emotionally and Socially Intelligent Network of Leaders. Development must focus on the nodes and the veins acquiring technical, human and conceptual skills, so that the organisation itself becomes Analytically, Emotionally and Socially Intelligent.

Such an organisation will thrive in the VUCA world.

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LEADERSHIP IN AN UNCERTAIN WORLD

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About the Author

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In her career spanning over 25 years, Shalini has participated in and led several Strategic HR Transformation & Change Management Projects including nine acquisitions, one merger and one IPO and two for Organisation Restructuring.

Shalini has an extensive experience in Executive Assessment, Coaching and Development for CEOs and Senior Management. She has a unique blend of Social psychology and process orientation with her certified as a six sigma black belt.

Shalini has authored many articles and presented at various Indian and International Conferences in the area of HR transformation, Leadership, Diversity and CSR.

A lot has been written about the rate of change in the corporate world over the last decade and its implications. In this paper, I have made an attempt to connect some of the research with my own experiences from the companies that I have worked for.

Context

In times of accelerating disruptive change, the way we do business is changing. Consumers are far more aware, knowledgeable and demanding of innovations that make a real difference and enhance their lives. The need for the new has never been stronger. People are increasingly looking for new experiences so innovation, in how we market, engage and connect with customers, is just as important. These opportunities for transformation are accelerating the rate of change, creating enormous volatility and uncertainty for business. Both, customers and employees, are becoming more diverse and more aware.

The ability to innovate faster, and in new ways, will always be critical to achieving high performance. But given the new dynamics of a fast-changing and less predictable global economy, a number of competitive assumptions too are changing. *New business environment will favour those companies which are able to execute innovations faster, and to move their organizations forward more nimbly*, is one of the most important changes we will witness. Farsighted business leaders, preparing their organisations for the eventual upturn, have already recognised this. In a recent survey sponsored by *The Conference Board*, executives of global organisations reported that one of their most pressing current needs is the *ability to execute strategy faster, with more flexibility and adaptability*. What these companies seek is greater organisational agility i.e. adaptability with speed.

Think about organisational agility in track-and-field terms. High performance for a sprinter depends on bursts of speed and strength. Long-distance runners, by contrast, require energy over a longer time, enabling them to keep going when others fatigue. Triathletes must have both attributes and more: not only the endurance of the long-distance runner and the speed of the sprinter but also the ability to react quickly to the changing demands of running, swimming and cycling.

So how does an organisation imitate the multi-skilled triathlete? There is no single training regime. Instead, improving a company's agility is a matter of multiple focused initiatives.

This has to be dealt with a more holistic approach, as the multi-skilled triathlete does not only require a new skill or training but also the right, road conditions, right water temperature, right gear etc. Similarly, the talents need the right organisation structure, culture and climate to get the desired results.

Designing an Agile Organisation

A deep understanding and strategic insight into the organisation's talent and capabilities; how these need to develop to respond to market changes and opportunities, is critical. Having an operating model that enables a company to Change & Innovate quickly, is equally important. An adaptive operating model and design of the agile organisation, seek the middle ground in structures between the global and the local; centralised and decentralised. Bureaucracy emerging from an overly centralised model can stifle innovation and result in delayed market responsiveness. An overly decentralised model, on the other hand, can result in inconsistencies in response, slower product development, organisational redundancies and excessive costs.

An agile organisation places its "non-negotiables," in the centre, while empowering the local units and geographies to be more responsive and adaptive to markets, customers and trends. This creates the right mix of necessary bureaucracy with nimbleness and speed of frontline innovators. From a governance and decision-making point of view, companies must also be flexible in the way they design different businesses. Businesses in different time zones or states of maturity may require different operating models and organisational structures. The structure appropriate for a *core* business may not be suitable for more *speculative endeavours* — which may require more entrepreneurial behaviours and slightly looser leadership reins. High-performance businesses develop unique designs and leadership structures that reinforce their chosen sources of competitive advantage, instead of following overly rigid or formulaic designs. Again, execution is critical. The distinctive edge in organisation design is not about labels on a chart but about the ways that industry leaders are able to execute that design.

In the last decade, organisations suffered from the inside-out approach where businesses were centred around technology and product offerings. The shift towards outside-in approach makes life easy for customers to deal with companies but may bring increased complexity within the company- thus increasing the need for collaboration. Ultimately, there are pros and cons to both structures. The key lies in simplifying the organisation; making it agile to deliver to customer needs. This indeed can be done by delayering the structure.

At Philips, we have implemented the operating model 2.0, which is based on a few design principles supporting and enhancing organisational agility and leanness. This minimises coordination and duplication, reduces layers and increases span of control for speedy decision making. Clarity of job descriptions further ensures that no function compensates for one another, thus simplifying communication. It is acknowledged and well recognised that Change cannot be driven as a standalone activity or driven by HR, but it needs to be embedded into existing or new organisational processes, programmes and frameworks.

Adaptive Organisation Culture

In many ways, the organisational culture looms as the biggest challenge in creating an agile company.

By adopting a mindset of continuous renewal, an organisation helps to create a culture that supports and motivates the kinds of behaviours required to be more agile: seeing opportunities instead of barriers, and looking beyond the way things are done to the way things should be done. The question the leader asks often drives the behaviour that he gets. Therefore, it is very important to clarify intent and action. Organisations may communicate an intent that people are very important, while spend very little time and effort to engage with people, especially those who are visibly high performers and contributors. Thus managing perceptions during the time of transformations becomes exceedingly important.

Experiments based on David Cooperrider's principles of appreciative enquiry have often borne positive results. If you catch people demonstrating the right behaviours, they will grow, thus reinforcing the company values and creating the right culture. Leaders play a big role in reinforcing the right behaviours by visibly recognising them and reprimanding those which are not aligned with the organisation values.

Organisation Development

Organisational agility is important not as an end in itself but for its ability to enable a set of factors that, together, can lead to high performance. For example, although innovation is readily acknowledged to be essential to long-term competitive advantage, companies consistently struggle to make the organisational changes needed to operationalise innovation. Operational agility can be the key to unlock the value of a company unable to properly direct innovation toward business goals.

Senior leaders have to be role models for change through their own actions and behaviour. E.g. If cost consciousness is one of the organisational values, the CEO and the leadership team need to be seen living austerity. *Top Management* has a big role to play in highlighting that building a diverse and inclusive organisation is their and everyone's responsibility. How they behave is as important as what they say and therefore, demonstrate what they are doing personally to lead more inclusively; how they are holding others accountable for leading inclusively and tracking the impact of inclusive leadership. *Line Managers* have an equal share in this role whereby they sponsor or mentor someone with high potential who is from a group currently under-represented in leadership; take up training and development that can help build inclusive capabilities and give feedback to their team on their impact and performance. In parallel and in tandem, *HR leaders* have to equip their teams to support business leaders in developing inclusive leadership capabilities and actively recruit, promote and reward people demonstrating such capabilities.

Improve responsiveness through open collaboration

If the organisation as a whole is to perform at a greater speed and with more nimbleness, knowledge and experience must be proactively delivered to the right people at the right time. Companies must do whatever they can to overcome the structural deficiencies and organisational silos that prevent the ready flow of information around parts of the organisation. Creating a collaborative culture at all levels of the company is one part of the answer. UK based GE Healthcare, has been building strong collaborative customer and government relationships focused on reducing health-care costs. GE Healthcare is a central player in parent General Electric Co.'s ambitious "healthy imagination" initiative—a $6 billion commitment to launching at least 100 innovations by 2015 to reduce health care costs, increase access to care for more people around the world and improve overall quality of service. Quite similar to this is a collaborative platform named *SPICE* at Schneider Electric, which is used for global projects, learning platform, seeking out new information, best practice sharing etc. A similar platform at Philips is called *Connect Us* which helps teams to post their queries, get responses from world over and also connect; thus encouraging communities of practices. When talents start to collaborate and work together to solve problems and create something, enabled by technology, they usually create outstanding solutions cutting across boundaries across geographies, across functions and hierarchies.

Build Change Agents

Change cannot be driven by one individual or a team operating in a silo. What is needed is to build a group of change agents drawn from all levels across multiple business areas. They must be assessed for motivation, conviction and readiness to be an active role model and have the ability and willingness to co-ordinate and collaborate. Change agents must be prepared to lead by example and take real action. At Philips, we are going through several transformations which are driven through a community of selected change agents. Every change is driven and supported by structured coaching and communication with the change agents who further cascade down and drive it. They are provided with information and tools to do an effective cascade. Regular feedback is sought to close the loop for double loop learning.

In a study conducted by Accenture, factors that are found to be negatively correlated to organisational agility are "financial fixation" and "Pressure and stress", which reminds all of us not to under- estimate the existing strain on workforces and leadership teams today. Having objective insight into the organisation's capacity to change and helping the organisation manage the change journey will bring about the sustainability that will elude companies trying to squeeze more and more productivity from a workforce with depleted energy reserves.

Flexible Talent Management Systems

Another distinctive capability of an agile organisation is in having Integrated Talent

Management Processes and Systems. Companies need a highly efficient HR organisation and well-developed, flexible talent management processes that can support workers across the entire employee life cycle — from recruiting to development to performance management and rewards. These practices and processes enable and support the development and maintenance of a high-performance workforce. Needless to say that these systems and processes must be well supported by a global mind-set, ability to work across cultures and time zones, work with remote teams and in a matrix setup.

One company that has learned this lesson effectively is SK Group, the South Korean telecommunications and energy conglomerate. Once the company decided to pursue growth beyond its dominant position at home by expanding globally, it needed to improve its human resources systems and processes so that the workforce and culture could support the transformation. Armed with the results of an objective and benchmarked measure of its talent base, its HR capabilities and its leadership's commitment to globalisation, SK is building HR capabilities to support expansion of its global operations and revenue growth outside of South Korea while aggressively increasing the quantity and quality of its global talent.

As organisations aim to change their corporate culture they must develop leadership programmes and approaches that are future-ready. At Accenture, learning 2.0 combines innovative approaches and technologies in Web 2.0 learning with knowledge management and real-time performance support. These capabilities and technologies help deliver learning where and when needed, and in formats that easily adapt to learning styles and working environment of learners. An example of a more nimble learning organisation, that combines several Learning 2.0 principles, is Microsoft's "Academy Mobile". The academy helps the company's sales team gain quicker and better understanding of products and solutions helping capitalise faster on customer opportunities. It also brings out case studies highlighting success stories of other salespeople in the field. Content comes from product experts and salespeople, harvested from conference calls, presentations and third-party vendors, and turned into short deliverables such as podcasts and vodcasts. Microsoft has an internal user base of 22,000 for the Academy, which it has also opened up to 5,000 partners in its distribution network. This user base generates more than 500 podcasts per month, and these have significantly increased the sales force's knowledge about products, competitors and sales best practices. The Academy also serves as a communication channel for immediate feedback to sales, product and learning leadership.

Leadership development

In order to keep pace, leaders will need to develop different approaches to markets. It is important to assess therefore, if the leadership is anticipating and reacting to the nature and speed of change; acting decisively without always having clear direction and certainty; navigating through complexity, chaos, and confusion and importantly maintaining effectiveness despite constant surprises and a lack of predictability.

Leaders of agile organisations demonstrate the behaviours themselves they wish to see in their culture. They, too, embrace continuous learning and an inclusive, collaborative form of leadership. The traditional command-and-control style of leadership cannot easily support an agile culture because the workforce of such an organisation is focused on meeting expectations, not exceeding them.

Since global leaders' job functions and responsibilities are more complex and difficult than before, a future-oriented and flexible leadership style is required. Organisations need specific leadership development approaches for effective leadership and organisational performance to keep pace with the rapidly changing environment; leaders need more interpersonal skills to meet current and future challenges.

Vital skills include the ability to coordinate and manage multiple projects and change initiatives, ensure their coherence and ongoing alignment to what may be a changing business environment and evolving strategy, and have a strong communications capability.

High-performance businesses recognise, nurture and develop their distinctive capabilities to stay ahead of competition by focusing on people development and growing the knowledge capital. Abilities to rapidly re-skill employees according to business need, create opportunities for real-time collaboration, and support the workforce with better analytics and systems, standout in an agile organisation.

Leadership behaviour has a powerful influence on the performance of employees, whether positive or negative, and the progression of diverse groups in an organisation. Opportunity Now and Shapiro Consulting survey reported that 3/4th of employees that have worked with an inclusive leader are more motivated and productive than others, have enhanced self- confidence; feel more valued hence loyal to the organisation and more likely to go the extra mile. Through their skills in adaptability, building relationships and developing talent, inclusive leaders are able to increase performance and innovation. They are able to learn rapidly, be flexible in their responses and develop "just-in-time" solutions rather than waiting for perfect solutions. They inspire and engage others, through a shared sense of purpose and vision, both within and outside the organisation. Not only are they *adaptable* while managing workplaces of the future but also create *cultures* that are diverse- while leveraging *diversity* for competitive advantage.

DDI study conducted on readiness and capability of leadership is unnerving in its findings: No more than 1/5th of todays' leaders are "very capable" of leading through a VUCA world. If we are to ensure current and future leaders can build the trust, influence teams, enhance collaboration and diversity needed for their organisation to thrive and grow in the 21st Century; inclusive capabilities must become synonymous with leadership. Research by CEB states that only 15-20% of past performance is a predictor of future potential. We cannot, therefore rely on growing leaders based on their past performance only. Therefore, it is becoming increasing challenging for companies to grow and groom the right leaders. The turnover rate of new CEOs has gone up from 15% to 17.4% from 1992 to 2005.

In a compelling book *Leaders Make the Future*, Johansen cautions that the pace of change and level of uncertainty will not decrease over the next decade and suggests that leading in a VUCA world will require new leadership skills. The Smart Growth model by Indranil Roy, Korn Ferry's leadership development group talks about the Agility-Maturity model. Learning Agility is decoded as mental agility, people agility, change agility and results agility. And Leadership maturity is decoded as organisational maturity, cognitive maturity and emotional maturity. This moves away from Conventional intelligence grades, test scores functional/technical skills to analytical skills, straightforward problem-solving, quick thinkers initiative/curiosity, fresh connections principles/rules of thumb, broad-range thinking etc.

Harvard Business Review study conducted in 2007 showed a strong link between new leadership skills and the bottom line.

Building leadership in the fast paced world needs CEO's commitment and the company's investment. Developing leaders is a serious business and this cannot be achieved by half hearted attempts driven only by HR without the budget or attention of the CEO or his leadership team.

Conclusion

In order to build an organisation for long-term success, we not only need to build leaders but also create the right organisation design and the right culture leaders to thrive on. End to End approach helps enable create the fertile ground for leaders to be cultivated for a sustainable future. In the VUCA world, the ability to innovate faster, be collaborative, adaptive and the ability to challenge status quo will be very critical to achieving high performance. It is necessary therefore, to design and develop an agile organisation where carefully selected and highly capable change agents drive new initiatives; which thrives on responsiveness and supports open collaboration and is well endowed with flexible talent management systems. Inclusive leaders are able to increase performance and innovation through their skills in adaptability, building relationships and developing talent. Most importantly it is not for HR to do but Top Management has a big role to play in highlighting that building a diverse and inclusive organisation is a collective responsibility of all – CEO, Leaders and Line Managers.

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LEARNING, LEADERSHIP & PERFORMANCE IN THE CHANGING BUSINESS CONTEXT

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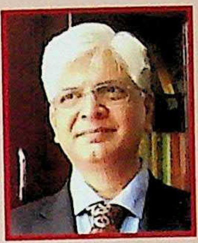
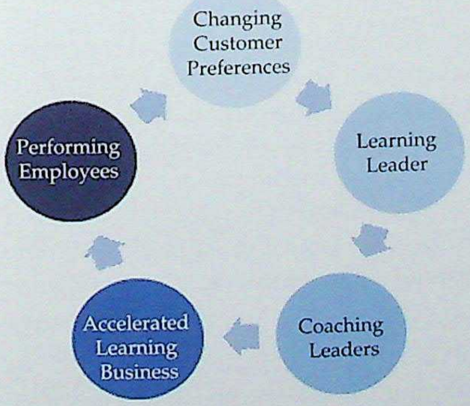
About the Author



Shamik Vora has over 30 years of experience across functions from operations to maintenance, IT, HR and he is currently leading the omni channel retail initiative of *The Bombay Store*, he is also voluntarily acting as a chief coordinator of a workforce research portal www.hr4india.com

Business usually plays catch up with the customer or potential customer's preferences which are shaped by infinite number of influences. In turn, business expects from the finite number of the employees that they must play this game and excel at it. Role of the leadership is then to ensure that employees are successful at the game. This being the scenario it will be easy to imagine the cycle, the associated delayed response and effect on the business.



It is equally easy to imagine the solution! Shorter the learning cycle and quicker the response, better are the chances of business to be on the top of the game.

I find expression 'Changing Business Context' very mild. The challenge is leading the employees in VUCA world. Challenge is not about managing change but managing speed of change.

Changing Customer Preferences

Researchers in the business world are always trying to determine the reasons beyond the success or failure of firms or find a remedy to win back a competitive position in the big wild corporate world. In companies as the events uncover reality, and surprisingly, it turns out that fall really happens not because of the competition but rather by those who are loved ones and taken for granted as in the case of Nokia and Blackberry, from loyal customers.

However, when one looks at the myriad factors influencing customer preferences, one realises how business may lose the sight of so many factors. Take a look at this table showing factors affecting mode of Travel demands.

Factor	Consideration in Conventional Analysis
Economic factors of productivity, incomes and prices	
Demographics (age, school and work status, income, physical ability)	Generally considered
Area economic activity (productivity and types of industries)	Generally considered
Vehicle costs including vehicle fees, fuel prices, road tolls and parking fees	Fuel prices and tolls generally considered, other factors often ignored
Public transit fares	Generally considered
Company car policies and taxes	Only considered in special studies
Quality of available transport options	
Traffic congestion	Generally considered in traffic models
Public transport service quality	Speed considered, comfort often ignored
Walking and cycling conditions (sidewalks, bike lanes, etc.)	Only considered in special studies
Street planning and management, including complete streets policies	Only considered if they affect traffic speeds
Parking supply, management and prices	Only considered in special studies
Intercity travel conditions (road, rail and air travel)	Only considered in special studies
Mobility substitutes such as telecommunications and delivery services	Overlooked by models that extrapolate trends
Vehicle rental and sharing options	Only considered in special studies
Land Use Factors	
Land use development patterns (density, mix, etc.)	Considered in integrated models
Smart growth/New urbanist/transit-oriented development practices	Considered in some integrated models
Local neighborhood retail and service quality	Considered in integrated models
Roadway connectivity	Partly considered in traffic models
Emerging social patterns and preferences	
Vehicle ownership and travel time budget saturation	Overlooked by models that extrapolate trends
Transportation demand management programs	Only considered in special studies
Changing transport preferences (declining 'love affair with the car')	Overlooked by models that extrapolate trends
Reduced importance and greater barriers to young people's drivers licensing	Overlooked by models that extrapolate trends
Health and environmental concerns	Overlooked by models that extrapolate trends

These examples simply serves as a reminder that envisioning the world and business is becoming complex. Those who miss to quickly learn and read the customer's changing preferences find it difficult to survive.

In Indian context we have seen how the mobile phone helped skipping landline telephone revolution and how ecommerce/ m-commerce is likely to cause skipping of retail revolution that western world saw. The monopoly state operators in telephony are facing a stiff challenge in managing cost and services. The organised retail trade is facing a big challenge from on-line market places.

Learning Leaders:

Learning is defined as the act of acquiring new, or modifying and reinforcing, existing knowledge, behaviours, skills, values, or preferences and may involve synthesising different types of information. Learning is not compulsory; it is contextual. It does not happen all at once, but builds upon and is shaped by previous knowledge. To that end, learning may be viewed as a process, rather than a collection of factual and procedural knowledge. Learning produces changes in people and the changes produced are relatively permanent.

Having defined learning, leadership challenge is about the dynamic part of learning. While scholars may indicate many competencies that a leader may need in the VUCA world, the one competency that every study suggests is, a leader will need is Learning Agility, it is more important now than ever.

"Learning Agility is about figuring out what to do when you don't know what to do!... and figuring it out with speed – that's where the "agility" piece fits in. Martha Duesterhoft, People Result.

- The agile learner will be Critical thinker in examining problems and making fresh connections to derive creative solutions.
- Curious and will experiment with new ideas/solutions.
- Self-aware, knowing how to leverage her strengths as well as the strengths of others
- Networker who is able to connect and work with a variety of people
- A motivator who gets results by inspiring others by creating confidence in themselves and their teams.

"In the agricultural era, schools mirrored a garden. In the industrial era, classes mirrored the factory, with an assembly line of learners. In the digital-information era, how will learning look?" Lucy Dinwiddie, Global Learning & Executive Development Leader, General Electric.

The learning will look like:

- Proactively learning new technical and social connection tools.
- Proactively seeking challenging situations, learning lessons out of it and applying to the new situation.
- Actively seeking feedback and input from others.
- Social interaction.
- Continuous scan of consumer sentiments and their pain areas.
- Finding commonality of problems within solutions!

So, essentially a leader will have to continuously keep verifying all the beliefs and behaviour that she develops because of the 'learning'!

The good news is that owing to the growth of data, BI and other analytics tool, leaders can use lots of data to measure what they treasure. Derive necessary inferences out of patterns formed by underlying or overlaying factors and make quicker decisions based on such learning.

Leader as a coach

As per PwC's 17th annual Global CEO Survey, while 63% of Executive Offices and 50% of Finance Functions are prepared to make changes in response to transformative global trends, *only one-third of sales and IT departments are well prepared.* Lets not forget that Sales and IT are the critical change enablers. CEOs feel that the real problem is with the engine of business innovation, the R&D Departments; only 20% are prepared for the changing world!

The research goes on to say that *one of the top reasons for this inconsistency in an organisation's level of preparation for change is misalignment between their strategic intent and operational execution.*

Even though Norton and Kaplan published the Strategy execution framework in 1996 and Ramcharan articulated 'Execution' as a gap between strategy and achieving the result, way back in 2002, the 'gap' does not seem to be going away soon. The PwC's survey clearly highlight's CEO's concern.

Fact is, thinking strategy at concept level and executing it at operational level is not the only framework and alignment issue; it is actual 'hand holding' or as they say 'leading by example' to get things done is the issue.

The matter does not end there, delegating, empowering and monitoring are essential practices to ensure that enterprise is run by all and not just the leader. Coaching should aim at filling these gaps in organisational practices. If execution is what gets the result than coaching is the delivery vehicle of execution.

Effective leader is a change leader. Her role will involve

- Creating openness that values discovery, diverse perspectives, and experimentation.
- Regularly monitor for any signal of changing customer loyalty or the preference and educate the team about it.
- Build scenarios based on market and sales intelligence. Involve the team in doing it.
- Put new ideas into the context of the business and translate new information into differentiating capabilities.
- Share business challenges and use them to reveal the learning gaps for individuals, teams, and the organisation's practices, processes, and systems.
- Get the focus, speed in decision making because team can work only on decisions and not discussions.

We must not forget that above listed points are just prescriptive in nature and central question must always be asked as to *how every change will affect the customers and influence their buying decision*?

Accelerated Learning Organisation

The change in business scenario is nothing new to the world, the search to understand the success and failure causing factor and finding solution is also not new. Just that pace of change has gone up with the advent of technology, network, communication channels etc... correspondingly the pace of first learning and then applying the learning to a new situation must go up. Whatever being the case, solving a problem, introducing a product, and reengineering a process all require seeing the world in a new light and acting accordingly. Unless new learning happens business and individuals simply repeat old practices, that is detrimental to getting favourable results.

One of the key responsibility on leadership team is to create culture. Companies like Toyoto has created a simple 5 Why system of learning and application to ensure that improvement is continuous and fast.

Xerox has some L&D practices which are worth emulating. Employees have been trained in small-group activities and problem-solving techniques. Employees are provided with tools in four areas:

1. Generating ideas and collecting information
2. Reaching consensus
3. Analysing and displaying data
4. Planning actions

Employees then practice these tools during training sessions that last several days. Training is given to the whole department that ensures that vocabulary is consistent. Projects are given which are linked to the real problem. Once employees have been trained, they are expected to use the techniques at all meetings, and no topic is off-limits.

On the way to continuous improvement, managers will have to figure out their own easy to use system and work ethics that create the required behaviour. Create supporting policies and programmes.

Without accompanying changes in the way that work gets done, only the potential for improvement exists. For example, total quality management is now taught at many business schools, yet the number using it to guide their own decision making is very small. Business consultants advise clients on social dynamics and small-group behaviour but are notorious for their own infighting and factionalism.

On the other hand successful companies actively manage the learning process to ensure that it occurs by design rather than by chance. Distinctive policies and practices are responsible for their success; they form the building blocks of learning organisations.

Successful organisations allow experimentation. Their system allow taking risk and leadership is willing to fail in search of success, yet leader should maintain accountability!

They work hard to ensure a steady flow of new ideas, even if it comes from outside the organisation. Sabbatical to visit academic and industry leaders, develop an understanding of new work practices and technologies, then bring what they've learned back to the company and apply it to daily operations.

Organisations with such learning cultures will find large level of acceptance within team beyond the leadership.

Performing Employees

A performing employee is someone who delivers the results consistently owing to superior understanding of the customer's preferences. This is a different from employee following policy rule book. Some of the key characteristics of such an employee are

- They are empowered to act
- They act accountable and responsible
- They communicate openly without hiding mistakes
- They find creative solutions to tough problems
- They are self-starters
- Provide feedback to the management

Leader of such organisations are responsible for creating both culture as well as systems to sustain this behaviour. Leader is ultimately responsible for managing performance of the organisation and can't forget the adage, *you can delegate authority not the responsibility.*

As a norm all Performance management systems involve goal setting, action planning, result evaluating, defining corrections required and finally rewarding employees based on the performance. While rewarding at the end of appraisal cycle has become a norm, adequate linkage to learning is many a times missing.

Framework of Performance Management System (PMS) remaining same, the linkage to people development is where many a times problem lie. Most PMS do link to Comp & Ben but not adequately linked to people development plan. Many modern organisations have moved to using Assessment Centre / Development Centre mode to link that helps them identifying the gaps beyond skill.

A Survey by the Chartered Institute of Personnel and Development (UK) says that 80% of the time under the name of Performance Management, what happens is Performance Appraisal. 44% respondent felt that employees benefit due to PMS, while only 15% believe that organisation benefit due to systems. 82% felt that Learning & Development must be closely linked to PMS. In other words most employees feel that L&D is hardly linked to PMS.

Now that's a challenge that for most organisations must crack to get the meaningful result out of the learning exercise.

To summarise, a leader must continuously assess the changing customer sentiment, find solution and enable team down the line to respond adequately to the challenge. While managing performance is critical, linking it to learning and development will help shorten the response cycle to the changing customer preferences.

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THE LEARNING, LEADERSHIP AND PERFORMANCE CONTINUUM

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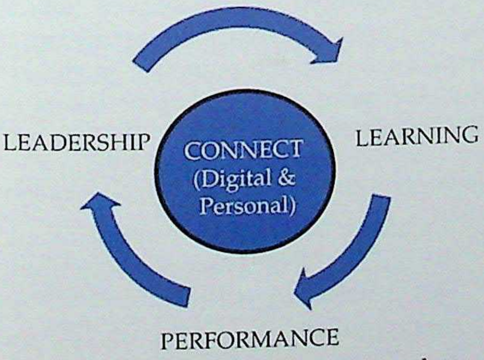
Overview to Learning, Leadership and Performance Continuum

One can easily argue to say that Learning leads to Performance and Performance results in greater credibility for Leadership. There is no gainsaying the fact that leadership in any form (individual or people leadership) inspires creating more leaders; which paves way for a great amount of learning. This completes the circle of Learning, Performance and Leadership which in today's commonly known VUCA world (Volatile, Uncertain, Complex and Ambiguous) has become an interesting topic of debate for HR fraternity.



The Learning, Performance and Leadership Continuum

Objective and Structure

This article aims to discuss some of existing realities of our environment and how various elements of Learning, Performance and Leadership interact with each other at a common reference point for all called "connect" or "relevance". Further, we would examine the various elements of our changing environment, the opportunities available for HR and how they impact each of the three elements – Learning, Performance and Leadership

1. Know what is changing in the environment and learn about the "New" needs of talent today.
2. Understand some of the opportunities for HR has and how it can make a difference – with case studies /

successful initiatives that Nielsen has adopted. Practice Data Serenity – a new form of analytical nirvana / an information detoxification so that one is able to bring out clarity out from the clutter.

KNOW WHAT IS CHANGING IN THE ENVIRONMENT

Even Millennials (The Mi Generation) are changing fast - The times in which we work today, GenX is quickly making way for Millennials and the Millennials themselves are constantly facing high speed changes in their environment. Some of the aspects of the change that we notice are:

a **Websites Vs. Apps** – This generation wants all that is there to 'search' or 'download' on Play Stores or Apple Stores. As the wise men said, "*If there is will, there is a way*", today's Mi Generation says "*If there is a question, there must be an App*". Organisations across the markets are realising that if they want to have an online presence, then App is an unavoidable truth. People may use websites in case they cannot access the website; however, their first preference is always App.

b. **Sales Vs. Bundled Experience** – This generation is not just impressed by product sales & services. Rather, it needs integrated bundles of experiences. This generation visualises and demands at the same time complimentary goods and services interacting through various platforms on one single view. For example, if you think of travel, then tickets, hotels, local sight-seeing + opportunities to interact with social media to know about how the places are rated, decision making by the minute by comparing travel fares by cabs or scooty to who amongst your friends has recommended the place to whether wifi is available (as that is seen as an essential) + will that place offer me good selfie!!! The generation is very expressive and demands this loudly… anything less than that is not even experience worth wasting time… that's digital time wasted

c. **Virtual Vs. Interactive Digital** – The digital world is no more restricted to information outburst. This world offers real conversations, empathy and trusted friends and advisors. Think about the number of parallel conversations you have with your digital friends sitting across the globe, who care about the smallest of things you do (you post a picture of the pasta your mom made last evening!! Or how boring was your day). These conversations and the trends are making people believe in digital advocates or trusted advocates. The generation today has an ever-growing need for self-awareness, own-understanding and own-anticipation. For example, your digital perception is no more a choice on social media but also a big business opportunity for upcoming photographers and lifestyle consultants. There is an ever increasing demand for trusted friends who could make your digital perception look good… that is the new actual world that this generation stays in…

So, the question in front of us is how all of this impacts anyone reading this article. Especially how can someone in the HR domain make some decisions based on this information?

Here are some correlations one could make:

a. Digital & Water Consumptions could be almost same everyday – so, don't get worried if your workforce always seems online.

b. Crowdsourcing and Blogs are not just opinions. They are what people listen into – great opportunity areas to tap into .

c. Being disproportionately online is the new normal.

We work in a more interconnected world & that can form basis of new Learning – Based on a High Performance Survey conducted by Corporate Executive Board (CEB) in 2012 with more 20K people, it was learnt that Employees increasingly work across multiple time zones, cultures, and customer segments. In fact, more than 57% people said that their need to work with others has increased over the last 3 years.

50% people feel that the number of decision makers with regards to anything today has increased more in the last 3 years. There are more managers and stakeholders who are getting involved in his or her day-to-day work. Employees' work today requires greater collaboration, which also calls for improved soft skills, such as social awareness and negotiation. Greater coordination among employees requires more effective process management and execution.

Clearly, for Talent Leaders it is great opportunity to reflect upon. For the changing environment, it is critical that we start looking at:

a. Recognising & rewarding competencies such as collaboration.

b. Knowing that performance evaluation would become tougher call with ever increasing number of stakeholders involved in decision making. With multiple people involved, performance evaluation could become inconsistent as well.

c. Realising that your employees must already be struggling to meet the demand from various stakeholders thus conflict handling becomes an urgent thing to look at.

Performance Management Systems today cannot fulfil the needs of tomorrow

Corporate Leadership Council's Human Resources Survey conducted over 2002 and 2012 with more than 2K business leaders, shows that performance improvements needed in employees today cannot be achieved either by the archaic Performance Management systems in 2002 or by making additional investments like online portals, or mandatory Performance reviews and discussions. The additional improvement needed in productivity is for 20%. Further investments onto the systems from 2002 may move the needle slightly but not entirely towards achieving the 20% more needed.

The question therefore, is, should we stop investing into the philosophy of Performance Management? Would tools like pay-hike, high quality goals, managers' skill at performance management, consistency of performance management standards, periodic feedback stop working?

Well, not entirely true. These systems would form the base of any organisational assessment process and for many years to come would continue to serve as a yardstick for management teams. What we need to reflect upon is:

a. Whether we have enough engagement in the system that boosts people's energy?

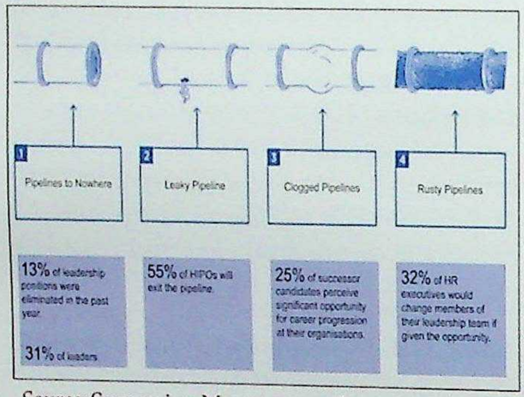
b. Does everyone look forward to coming to work every day to create something new?

c. Do people see creating new and progressive tasks as priority number 1? Or is there procrastination that is setting in?

d. Innovation is the needed but it has still not become the necessity… and we all know "necessity alone is the mother of all inventions".

We might be sitting on the risk of 'Broken Leadership Pipelines'

The Succession Management Survey conducted by CEB in 2012 indicates that many of us could be sitting at a risk of maintaining or building broken leadership succession pipelines. These are categorised as:


1
Pipelines to Nowhere
2
Leaky Pipeline
3
Clogged Pipelines
4
Rusty Pipelines
13% of leadership positions were eliminated in the past year.
31% of leaders
55% of HIPOs will exit the pipeline.
25% of successor candidates perceive significant opportunity for career progression at their organisations.
32% of HR executives would change members of their leadership team if given the opportunity.

Source: Succession Management Survey conducted by Corporate Executive Board in 2012

- **Pipelines to Nowhere** – here the investment in talent continues as a traditional practice and huge amounts of recognition and leverage is provided. However, this channel somewhere fails to respond quickly to growing changes in the organisation and its clients' demands
- **Leaky Pipelines** - this refers to the most coveted HiPo programs where one and all join the bandwagon but little is done to ensure that the fanfare remains a reality with relevance and not just celebration avenues. 55% of HiPos will exit this pipeline
- **Clogged Pipelines** - only 1 in 4 successor candidates visualise their future with the same organisation and see this place as an avenue for career progression
- **Rusty Pipelines** – 32% of HR executives would change members of their leadership team if given the opportunity. Clearly indicating where nimbleness is missing.

Once again, what investments in current leadership development initiatives should we make so that we are able to arrest these leaky pipelines? Should we assume that there is nothing much that can be changed and with highly responsive timelines? Nope. Rather, one needs to know how various talent investments can lead towards accelerated leadership developments without leading to any of the above issues. The key here is interaction between various talent initiatives through one common lens - The Talent Health Card.

We know what is changing around us and how this brings some interesting questions to reflect upon. However, it also brings us to a point where the HR folks must reflect upon their experience and bring to the table some innovative ideas out of their own experience.

UNDERSTAND THE OPPORTUNITIES THAT HR HAS AND WHAT INITIATIVES COULD BE TAKEN IN LEARNING, PERFORMANCE AND LEADERSHIP

- THE NIELSEN EXPERIENCE

Given the speed of change, organisations are expected to be nimble, agile, collaborative, with multi skilled manpower etc. The ask is multi-fold and we need to ascertain if HR's contribution needs to be any different? Are you geared to deal with the change?

Once again, let's go back to the *Learning, Performance and Leadership Continuum.* In the above points we saw how the change in environment poses some questions at HR fraternity. It also creates the need for HR to stay connected with core of all this change – Digital and Personal. Now, for us to stay ahead, we would need to innovate in all the three areas however, keeping the Core in mind always… that is keep the relevance alive. Digital and Personal is the ways to go – whether it is Learning, Performance or Leadership, never lose sight of the core…

Let's review some of the many ways of looking at the difference we can make towards Learning, Performance and Leadership which would enable organisations to step into the new future with greater confidence and stability

LEARNING	PERFORMANCE	LEADERSHIP
Mantra – Get Trained or Get Drained… • Digital; not an option anymore • Go figure it out and you would learn on the way	Mantra – Move away from Annual Exercise (full of surprises) to more regular Check-Ins • Performance Vs. Experience & Performance discussions • Talent Councils	Mantra – If your network knows you, your network grows you! • Restructure to reflect change in relationships as per change in environment • Grow the Network – Partnership with external world GLP / NLP way…

LEARNING

- **Digital; the way forward at Nielsen–** *Let Digital become the core of your organisation's learning strategy with clearly defined Learning Paths so that people don't have to find clarity from clutter. Talent today is looking for more innovative ways of connecting with the digital learning. However, most organisations don't do a great job internally (or without external vendor partner support) to provide clear and defined –user friendly learning paths. If talent sees learning paths created for them which start with a need, take them to a repository and turn the experience into a contest, they will give back a selfie for sure!! Make it relevant and personal.*

  Nielsen has invested in a big way towards building Digital Leadership at its core. We have very carefully approached the topic on Digital Leadership with a strategy on making everyone digitally equipped to deal with its' ever changing client, talent and stakeholders needs. This has been achieved by:

a. ***Introducing Digital Leadership 9 Blocker*** as a way of assessing talent on a new 9 block. Here Digital Fluency and Change Orientation are the two axis that determine the 9 different blocks on which talent gets assessed. Now, the new HiPo would be a combination of both Leadership & Performance and Digital Fluency & Change Orientation 9 blocks. Any top talent's status would be questioned if s/he has great feedback on one but not on another

b. ***Creating Digital Awareness Learning Programs*** – once deciding on how the top talent would be adjudged, we created the need. Now, is the time to fortify skills and induct more takers towards the digital way of thinking. However, all that without easy to use learning programs would have been impossible. Thus we came up with our own programs on Digital Awareness which enable people to visualise how they can simplify their own work by adopting the digital way – using One Drive, Going Apps way, doing internet transactions if not done already, having campaigns and roadshows towards building the interest and thus relevance. Staying close to the core.

c. ***Driving Adoption Campaigns*** – Nielsen has put its best young talent to work towards adopting the digital approach and has set in measures to have team compete with one another in order for being the first ones to apply their learning at workplace. Turning the entire learning experience into business application. Teams are being tracked on adoption of learning programs and how fast they can apply back learnings by changing one thing that they do today manually into digitally.

- **Go figure it out and you would learn on the way** – *when you ask people to find their own way, they make their own rules and then break them to surprise themselves… their intellectual horse power is at its best when they are given a set of challenges to deal with… this ties in perfectly with our generation Mi's need for Me awareness and Me Understanding… Create a set of challenges and great talent would never disappoint you. Create a maze and let top talent figure their way out of it, rather than giving them all the learning platforms but nowhere to apply. If they have a problem to solve, they would use learning opportunities better than when they would have nowhere to apply and a lot to study for nothing at the end!*

The Nielsen Experience - Integration is one of the core values for Nielsen. While working with a dozen of different datasets, we are always posed with a challenge of Insights coming out from the integration of various data sets. Our constant endeavour is to match from various angles what consumers watch and what consumers buy and how can our clients leverage the linkages between these knowledge sets.

We have set up specific work groups whose key objective is to bring new ways of integrating datasets that speak with each other. There are special awards and ceremonies that are done to recognize talent which spends most of their "Business As Usual" time doing things which would be considered "progressive". Their innovations make path breaking contributions to our overall ways of working with our clients.

PERFORMANCE

- **Performance & Experience as part of PM Discussions** – *Performance Management Systems are mostly geared towards conversations around KPIs. Seldom does the discussion revolve around or 'has to revolve around' what people want at work… By tweaking your PM systems to what motivates people, you would unlock the potential of talent in your organisation. On top of this, if you are able to ensure that these discussions happened one at least every quarter, then you would achieve two big things. One is regular review and the other is the 'knowledge of motivating factors' because of which an associate would give you that extra 20% needed for the future organisation. Mostly in PM discussions, the biggest gap that remains untapped is the willingness and desire to do something break through. The model of Performance & Experience ensures to close that gap in discussions.*

The Nielsen Experience - One of the Nielsen Values is being Open - Nielsen's performance management system reflects this value in the true sense as it has moved away from just Performance Evaluation to Performance

& Experience Discussions. While looking at Performance Discussion, one is able to focus on KPIs, having discussion on Experience (*motivators and drivers*) one is able to understand what would make anyone stay longer or not.

In an environment where associates are working in more collaborative environment, decision makers are always increasing and work scope is becoming more diversified, ignoring the importance of Experience and focusing only on Performance would antagonise the growingly aware workforce.

- **Talent Councils as a system of talent evaluation** – *in a complex world where performance feedback is complicated as number of stakeholders and decision makers are too many, one shouldn't rely on manager feedback alone… even managers themselves shouldn't rely on what they feel, they should know what others feel about the talent (since they would also be questioned by others while making a decision on anyone's ratings). So, making 360-feedback easy is a goal for HR professionals. Quick and easy… Having simple templates which people could use to seek feedback on themselves from people who they work with, would increase the chances of getting 360 feedback.*

  The Nielsen Experience - At Nielsen, a manager can participate in deciding which list of people to get feedback from along with the incumbent. However, crowdsourcing 360 feedback is the next level to go to. Nielsen does that well in the Talent Council process held every year to identify emerging talent. In this process Top Talent in the company reviews select associates and shares feedback about them in a 360 degree method. The discussion on talent and various aspects of assessment acts like a wonderful repository for the talent to reflect upon. It definitely helps a great deal in addressing challenges related with the traditional systems of performance evaluation where managers used to evaluate in silos. The council rises above the basic performance parameters and also recommends which direction a certain talent should take for expedited growth; which later is fed into their individual development plans.

LEADERSHIP

- **Allowing for relationship based role changes** – *With ever increasing 'Me' aware workforce, everyone is asking for a lot personal space and recognising own style of work and reflecting it at work is becoming important. Associates today constantly want to expand their horizon quickly. They get bored more quickly and they want a lot more done, quickly. Amidst constant evolution of processes, increased innovations and younger talent joining workforce, people are constantly challenging the dynamics of how they wish to work. This brings us to a very interesting crossroads where Task Based roles are fast giving way to relationship based roles. Today, one evaluates the relationship between a team and designs their own Ways of Working. WOW is the new 'in-thing' which every team – whether small or big, wants to create and work with. This gives more space to people to think on how they would best beat the inefficiencies which came from the pure Task Based working relationship.*

  The Nielsen Experience - Nielsen has practised letting teams develop their own Ways of Working for a long time. It has had its practical challenges and benefits both. However, at the end of the day, what makes a huge difference is the personal satisfaction that people obtain out of working for a team which has their voice heard. *WOW* ensures that environmental changes and relationships are always kept in mind while designing who would do what. It also captures well, the strengths and development areas depending upon the role players and allows for tweaks since the very essence is to clarify "what way, we would work".

Considering that we may be sitting on big risks of leadership pipelines to nowhere, rusty pipelines, clogged pipelines, the Ways of Working structures, provide for a very reassuring way out. One is sure that Leadership Pipeline development, which mostly hinges upon the existing structures in the organisation, is never faced with phenomenon of stagnation.

- **Grow the network's health** – *'Best in class' sports people never practice with someone mediocre – as that deteriorates their game. Best sports people always practice with an even better opponent so that they are always challenging their own stamina, accuracy, speed etc. With burden of growth and digitisation constantly on the shoulders of our leaders, one needs to recognise the importance of practising with the best to keep their game up.*

  When best talent plays along with the best in their organisation and learns together, great things take place. The growth of ideas, speed of execution and performance goes upwards. The best part about this group of leaders working together is that 'when their network knows them, their network grows them too'.

  The Nielsen Experience - For many years in a row, Nielsen has been investing in the leadership development with the help of various global leadership development programs. These programs are attended by top leadership and HiPos from various countries who work on common assignments as part of their learning deployment plan. The best part about this process is that while people learn together, what they get out of these programs are relationships and network which is for a lifetime. Once the programs are over, associates from these programs go back to their respective countries however, their network remains with them. They continue to interact with each other as part of their learning deployment projects, bubble assignments and stretch goals and this network strength helps them support and develop each other over a long period of time.

By now, we have seen what challenges we face in our environment and what could be some of the – many ways - with which HR teams can address those challenges. However, having said that, one big challenge that stays ahead of us is convergence. How do we ensure that all of the actions undertaken by HR are clearly showing some movement (positive or negative) towards where we want to go. that, we at least are aware of what is the result on the overall investment.

PRACTICE DATA SERENITY – A NEW FORM OF DIGITAL DETOXIFICATION.

– THE NIELSEN EXPERIENCE

Now, that we have understood all the change that is going on in our environment and reviewed some solutions; we must reflect on how all of this would converge into meaningful and manageable data points. We all would acknowledge that each of the given initiatives would have their own 'matrices to measure'. However, the challenge is the ability to see the impact of each of these initiatives converging into one single result.

The question here is to really see if the Learning, Performance and Leadership continuum really works? Do we get data points to indicate that Learning led to increased performance (and that too as much we desired)? Could we build correlation with increase in Performance and increase in Leadership Talent building? These are some of the questions that we could answer through a Powerful tool called HR Talent Health Card. Talent Health card is a systematic tool which aims are summarising for the Business Unit head a view of the following parameters into one:

- Headcount & Revenue correlation
- Attrition and Profitability correlation
- Consumption of leadership and talent development initiatives and Growth scores correlation
- Adoption of technology and turn-around time correlation

The objective is to bring all the various data points from various teams in HR on one page and let the business see it as a single view providing Digital Detoxification. What this also does for HR leaders is getting HR Business Partners a 'seat at the table' and inclusion while decision making. With tools which are simple yet powerful and future looking, HR would not only report what happened, but would also be able to predict the talent and growth trajectory for business given trends that it observes. Obviously, for prediction, you need past trends in the structured way; however, this is a great place to start from.

Finally, for anyone in HR, it would be great to see the progressive connect between Learning, leading to Performance which leads into Leadership and Learning thereafter. At every step we have an opportunity are and solutions available. HR leaders have to zoom in and out at the same time to ensure that they are able to maximize these data points and correlations and partner with their clients.

It is certainly an interesting journey to look at and quite fulfilling one to present back to your clients!

PS: Views expressed in this article are writers own views.

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KEEPING UP WITH CHANGE — BUILDING THE LEADERS OF TOMORROW

MOHINISH SINHA

About the Author

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Mohinish's core expertise is in organisation transformation, leadership development, coaching, and setting up and assessing learning functions. He works with clients to identify and address their needs for organisational transformation, change, and learning by helping to turn their business strategies into the results they desire. He is also a leadership coach and has coached and facilitated hundreds of senior and top management executives within India and outside.

He works with a variety of clients in the sectors of education, oil & gas, banking and financial services, and IT. Mohinish has also worked extensively with the government, public sector, and UN organisations, as well as with multinationals and Indian family-owned business. He has worked significantly with startups also.

Mohinish is also part of SHRM India's panel of Subject Matter Experts on Executive Coaching and Leadership. He has been invited to speak at various HR forums, such as the National HRD Network, and other academic institutions. He is a social media enthusiast, and has hosted webinars as well as webchats around employee engagement and leadership development. Mohinish is an avid learner of the tabla, a practitioner of t'ai chi ch'uan, and enjoys reading and playing games on PS3. He holds an MBA from XLRI Jamshedpur and a graduate degree in Physics from Delhi University.

If you had to use one word to describe the global business environment, what would it be? Here is the one word that comes to my mind- Change. **In the current scenario, change truly is the only constant and the pressure on organisations to be agile and flexible is very high**. The challenges that organisations deal with in this business context are numerous, to say the least. From a lack of resources to a lack of skilled talent- the task at hand isn't an easy one. Add to this, a highly digital climate, which demands high levels of transparency and increasing globalisation, which makes 'adapting' almost mandatory. It is therefore no surprise **that in this evolving business scenario, organisations are increasingly focusing on developing leaders, who can navigate their teams and organisation in this complex environment.**

When we speak of changes, we recognise that this change is not necessarily chaotic but rather specific. Fundamentally these changes are changing the rules of the game to succeed at the market place. I want to draw your attention to Hay

Group's research, which outlines the six megatrends that are causing all the changes that we see around us - **Globalisation, Climate change, Demographic change, Individualisation, Increasingly digital lifestyles, Technology convergence. Be it adapting structures, cultures or processes, the biggest challenge for companies today is managing their people in this matrix. This is where the crucial role of leadership comes into play.** Leaders now have to manage themselves and their people differently and this is no easy task. Adapting to change can be difficult, especially when the business climate evolves constantly. Let us look at some of these elements of change that leaders need to start to steer themselves and their organisations through.

Going global, staying local

In 1999, the pride of Swedish automotive industry, Volvo, sold its division to Ford. In 2002, Ford went ahead and acquired Land Rover from BMW. In 2008, Ford went ahead and sold the Land Rover to Indian carmaker Tata Motors. And today, these cars are sold on discounted rates, when India celebrates Diwali. This is Globalisation. Currently, the global business environment is marked by a shift in power to Asia and the rise of a global middle class. Companies are now adapting the "go global, stay local" policy. In this scenario of very high levels of inter-connectedness, organisations and leaders are increasingly focusing on being in sync with the changing political and economic sensibilities in different countries.

Leaders need to adapt their global strategies to local markets and involve people from these countries in the decision making process. **The ability of the leader to work with diverse cultures and yet establish high levels of collaboration across teams of diverse cultures will become critical.** Dividing power is significant and the "do it my way" approach, which is one of the dominant leadership style of the Indian leaders, can prove to be disastrous for a leader. Leaders will need to appreciate the perspectives of their colleagues and foster an environment that encourages each to feel part of one mission.

The talent war rages on

Another challenge of the future that organisations are dealing with on a day-to-day basis is a massive skill shortage. The war for talent is only intensifying and retaining valuable talent is proving to be a challenging task.

This is why organisation and leaders are having to work hard to attract talent. The talent pool is diverse, in terms of skills, age and backgrounds. Leaders will need to foster organisation strategies to retain this diverse workforce – therefore establishing strong partnering with the HR function will be essential.

Individualisation poses challenges

With diversity, comes individualisation. Individualisation effects everything. From loyalty to motivation - every employee is driven by factors, such as self-development, engagement and recognition. Establishing a culture which promotes these sentiments is high on the priority list of successful companies today. I know of an individual who quit his job at the same mega company every 3 years. Why? Because he wanted to spend a year cycling around the world. It all worked out well because his company was happy to have an outstanding employee back in the organisation, even if he took these gap years to pursue his cycling tours.

The writing is on the wall. In the present scenario, **leaders have to constantly address individuals and transform work processes accordingly. Creating a culture which is flexible is essential,**

if an organisation wants to retain its people. Effective leaders take the final calls, but they also provide autonomy to their employees.

Digitisation and fostering innovation

Globalisation is making the world a much smaller place. Couple that with digitisation, and what we have is an environment where workplaces are not limited to buildings. However, speedy communication isn't necessarily effective communication. Also, the digitised world calls for high levels of transparency, especially if you hold your reputation dear.

You must have heard of Ex PR executive Justine Sacco. Well, if you haven't, here's the story. This lady posted a tweet about AIDS in Africa and within the span of a 12 hour flight, the tweet paved the way to her losing her job. One controversial tweet caused some heavy damage to her career, because her organisation chose to distance itself from a careless and insensitive remark. **In a digitised world, leaders have to focus on integrity and transparency.** This is the only way to preserve your corporate reputation.

On the other hand, leaders also need to foster innovation and bridge the gap between the 'digital natives' and the older workers. With the rapid change in technology, adapting at the same pace has become critical for survival. **The willingness to integrate other players in corporate endeavours can be a very tough skill to develop, but open structures are inevitable. Effective leaders are open to visionary ideas.** They encourage innovation and collaboration. A good leader doesn't need to be an expert, but he/she knows enough to keep things together.

I've pointed out some trends and provided some solutions for organisations and leaders to keep up with them. But, as the business scenario evolves, every leader will also have to adapt and change their leadership styles. In this complex environment, if leaders want to be on top of their game, then they will have to use a combination of leadership styles. This would depend on multiple factors, both external and internal. It could be the effect of digitisation internally on your employees, or the effect of climate change externally. The megatrends that I referred to earlier will manifest themselves into various forms and leaders will have to adapt at a fairly rapid pace to ensure they aren't left behind.

When we speak about leadership styles, one thing is certain. The leaders of tomorrow will have to master at least three styles of leadership, namely - Visionary, Participative and Coaching. Let me break down my reasons for specifically focusing on these three styles.

Why leaders will have to be 'Visionary'

At no other point in time, has the significance of communicating the 'long term direction' been more prominent. With the megatrends gathering force, there is bound to be confusion and uncertainty. It's part and parcel of any significant changes in the business environment. Therefore, **motivating every single employee towards the 'big picture' will become mandatory. This style is most impactful when a new vision is needed and at this point and henceforth, organisations need just that.**

A major steel company that I worked with once was triggering transition, by focusing on cost optimisation. The leadership team used every possible platform to drive the message through the company. Months later, when one of these leaders visited a plant and met a manual worker at the site, here's what happened. He asked the worker about what he was doing? The worker replied that, "I am doing my work XYZ seconds faster, so that I can contribute to our new goal of optimising costs." Not only did he know of the leadership team's shift in strategy, but he was also demonstrating the right behaviour to drive results effectively.

If you invest in your people, like the steel company that I just spoke about, you will also help them adapt to change. This will help you create a talented and individualistic team - ensuring that you don't necessarily have to deal with every problem alone.

Why leaders will have to be 'Participative'

As the world around us evolves, we won't always be prepared for every challenge that it throws at us. There will be situations where a leader may find himself lost. At this juncture, **relying on a team which can think of solutions and help make considered choices can be a game changer.** Hence, my focus on the Participative style of leadership.

The leadership team of a big telecom company had established a high achievement environment. Targets were set high and instructions were given out clearly. However, the team soon realised that this wasn't yielding the desired results. It was almost like people didn't want instructions anymore. Digitisation was changing the way people thought and communicated. Everyone wanted to feel like "they had a say". And therefore, the team decided that it was important to speak to people and gather ideas from them, before taking decisions. They also realised that this was a very effective way of saving time, as the team alone didn't have to work on everything. This shift to a participative approach helped them immensely.

Therefore, the bottom line is that leaders will have to focus on getting the best from their team by sharing decisions and responsibility. This would help immensely in achieving commitment and consensus.

Why leaders will have to focus on 'Coaching'

Like I mentioned earlier, individualisation is a megatrend that will shape the complex business environment that we are trying to prepare for. With every employee increasingly focusing on 'what they want from their job and life', how organisations and leaders deal with their team members individually will be watched closely. Developing each team member, based on their strengths, and helping them manage their drawbacks will prove to be very advantageous for a leader.

If a leader invests time in understanding his/her people - the effort will not go unnoticed. The measures that you take to contribute to your employees' personal development goals, can win you their loyalty and commitment.

However, you may also have to deal with employees who are extremely resistant to coaching. I remember this time when a company wanted me to coach somebody who always delivered great results, but in the process, rode roughshod over people. The CEO and HR chief were keen on getting him a coach, but the person in question didn't believe he had a problem to start with. So the CEO decided to have him volunteer with a non-profit for a few months where it finally dawned on him that his way of operating didn't really make a difference to the lives of the people he was trying to help through the NGO. That's when he realised the value of people and sought help. To cut to the chase, **you can't coach people who aren't ready for it. However, effective leaders find ways to make their employees feel ready for it.**

Most organisations and leaders portray coaching as a 'correctional tool'. But, the leaders of tomorrow will have to break away from this stereotype and ensure they spread the same message through the company.

These are categorically different styles, but to keep up with the megatrends, an effective leader would employ a combination of all three. Also, it is important to note that my focus on these three, does not imply that I am undermining the importance of the other three leadership styles. A good leader will have to adjust the six leadership styles, depending on the megatrend or business situation that he/she is dealing with. **To overcome the challenges of the future, the broader the range of styles that you use; the more likely you are to create a high performance climate.**

As the business scenario evolves rapidly, the need of the hour for leaders is to ensure they are equipped to deal with the very specific challenges of this matrix environment. Organisations need effective, confident and aware leaders that deliver results. Therefore, enabling these leaders through focused programs should also be a priority for companies. The megatrends will create high pressure situations for leaders and at this point, emotional intelligence too will be significant. **The leaders of tomorrow will need to be strategic thinkers, with a high level of emotional intelligence.** At the same time, they will have to find new ways to engage and enable their workforce, while maintaining the highest standards of integrity and transparency. To transform with changing times, leaders will probably have to abandon a great deal of their original thought process and behaviours and only then will they be able to move towards success.

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A BRAVE NEW WORLD OF CHALLENGES AND OPPORTUNITIES

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Judhajit graduated in Economics from Jadavpur University, Kolkata and is an alumnus of XLRI, Jamshedpur. He was past Chair of the CII Western Region HR & Training sub-committee during the period 2011-13. Currently he is President of National HRD Network (NHRDN) Mumbai chapter.

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We live in a world of near constant discontinuity. Tectonic shifts are taking place all around us. The unpredictability of these shifts is as deeply confounding to futurists, crystal gazers and others of their ilk as it is to the ordinary person. Climate change, technological shifts, regulatory changes, economic uncertainty, changes in social mores and consumption habits, the pervasive influence of big data - the world seems to be spinning faster and faster with each passing day.

The growth of ISIS, the outbreak of Ebola, the emergence of the US as the largest oil producer in the world, the cost of a barrel of petrol at around US$ 50, the rapid scale-up of e-commerce companies like Amazon, Alibaba, Flipkart etc. and so many countless other such minor and major disruptions could not have been predicted a few years ago. They have challenged the existing order like bolts from the blue.

More than the disruptions themselves, the stealth and suddenness of the changes have been deeply disquieting. The key challenge before any organisation will not just be to out-execute their known sources of competition. They will need to be forever paranoid of the stealth bombers who are not on their strategic radar and who can pull away the rug under their feet by changing the rules of the game. Clearly, a brave, new world of challenges and opportunities beckons the courageous few who wish to script a new future.

A world of rapid change and disruption

That change is the only constant has been known as long as time immemorial. Also, there is nothing that is really new about change and evolution. And, human civilisation has been used to uncertainty and change as far long as anyone can remember. Consequently, the hype generated by the term "VUCA world", an acronym for a world that is Volatile, Uncertain, Complex and Ambiguous is puzzling as it is fascinating. The emphasis on VUCA underpins the apprehension that change is not just likely to be unpredictable but will be at a pace that will be deeply unsettling.

The unparalleled acceleration in the scope and scale of technology has had unprecedented economic and social impact. The world has perhaps never quite seen this scale of disruption ever since the invention of the steam engine that heralded the industrial revolution. The exponential growth of processing power, connectivity and availability of data and information in the hands of consumers and businesses alike is introducing new changes at a speed and pace far beyond the power of human judgment to anticipate. It is also increasingly apparent that the complexity of our world makes it quite impossible for any one person to have a definitive view of the likely social, economic and political impact of all the forces working together in tandem. Whilst the course of the future can be a matter of debate, no one can really quite dispute that we are indeed living in a world of rapid change and disruption.

No option but to learn and adapt

Amidst all the flux, some long-term trends stand out clearly like the growth of Asia, the ageing of Europe and Japan, the demographic dividend in India, the exponential speed of technological advancement, increasing urbanisation and globalisation in terms of flows of capital, trade and labour etc. The forces of change have brought about unprecedented improvement in our quality of life, health and overall wellbeing while causing relative distress to those who have been unable to access the fruits of development. This skew in economic and social development has shaped the discourse on the future of our world and it ranges from a sentiment of gloom and doom to a vision of hope, optimism and positivity depending on which side of the divide one represents.

Despite the resilience and ingenuity demonstrated by human civilisation in adapting to changing realities, one cannot however deny the powerful inertia of habit and the tendency in the best of us to believe that tomorrow will be like yesterday. The parable of the frog meeting its death because of its inertia to jump out of the water that was slowly set to boil aptly sums up the human condition and also the fate of organisations that failed to learn and adapt. So even though we may not have a ringside view of how the future is likely to unfold, our best chance of survival depends on how quickly we adapt and adjust to the brave, new world.

Advantage speed capital

Charles Darwin taught us a century back that only the fittest survive. Whilst human society has evolved over the last so many centuries, the race for improving our fitness quotient has exponentially accelerated with the rate of pace of change. It has also spawned a new kind of anxiety of being caught in the warp of time. In the post Darwinian world we see frenzied competition to evangelise and adopt new trends especially by predictors of doom and gloom in their narrow self-interest. In the consumer space, marketers love the customer segment called the early adopters as they embrace the new order with zestful zeal and give it legitimacy. The enthusiasm for change is not common though and few make the effort to change till it is forced upon them.

Whilst it is rare to encounter those who actively resist change in an organisation context, there is no dearth of fellow travellers who have mastered the art of passive resistance. Words and phrases like agility, flexibility, a near constant dissatisfaction with the status quo, a relentless urge to innovate and do things differently etc. have entered the lexicon of our leadership DNA's to counter resistance and organisational stasis. Management gurus have christened the capability of organisations to rapidly change, learn, adapt and out-execute as "speed capital" and a distinct source of sustainable competitive advantage in a world of ever increasing turbulence.

Creating a compelling vision for change

The obvious response to uncertainty and ambiguity is to avoid it. A few decades back this was the prevalent management wisdom and the phrase"don't bother to manage something that you can't control" had been attributed to Jack Welch, the former CEO of GE who exited businesses where he felt he did not have adequate level of confidence to control outcomes. It is quite apparent though that we are living in a world where we cannot hope to control anything and yet, we need to navigate past the uncertainties ahead of us. It calls for extreme vigilance and the ability of leadership to prepare the organisation to cope with rapidly shifting realities as they strive to make themselves fit for purpose to compete for a slice of the future.

Of course, one cannot hope to sustain market leadership by simply following the next trend or what appears to be the next big opportunity. Individuals or organisations that fail to discriminate between fads and real opportunities risk being caught in an activity trap. While trend spotting might be an interesting hobby to pursue, leadership like it has been for centuries before is finally about making a call from amongst the options identified. In other words it is about developing a certain vision of a better world, taking a bet on the vision and rallying people to embrace the vision.

Distinguishing between noise and feedback

The task of leadership however does not end with creating a compelling vision of the future but influencing the system day on day to embrace change and adapt to the new vision of reality. The difficult part however lies in cutting through the clutter and not getting distracted or paralysed by the noise generated in response to the change. While feedback constitutes real issues that hinder organisational growth & progress, noise constitutes trivial or inconsequential issues that get amplified to hinder and derail the change process. Organisations often fall prey to cliques and coteries who resist change for their narrow personal goals at the cost of organisation success. In fact, noise often gets camouflaged as feedback by interest groups who see change as a threat. Distinguishing between noise and feedback is a critical element of change management and constant dialogue and communication with all stakeholders is essential for making the differentiation.

The digital world will throw up distractions aplenty given its' unprecedented power as an amplifier of mass sentiment that may drown out substantive discourse and derail the change process. The key leadership imperative hence becomes one of relentless focus on getting team members aligned, getting them to stay the course and not allowing them to get derailed by the surrounding noise and distraction.

Finding the right balance

Shifting consumer preferences, disruptive actions by competition are best spotted by those who interact with customers at the bottom of the pyramid. In a hierarchical, command and control organisation structure the flow of relevant customer feedback is at best slow and as discussed earlier, the real feedback is often camouflaged by the noise generated by vested interests. This delay can be costly and often too late. The days where one had the knowledge and wisdom of what needs to be done in every market now belongs to a bygone era when the environment and the market was more predictable and the same strategy could be replicated across the board.

While globalisation has made the world more homogeneous in some ways, the interconnectedness of a globalised world and advances in technology means that predatory competition can emerge from anywhere. The uncertain outlook and increased prospect of volatility means that organisations have to tread cautiously but decisively whenever an opportunity presents itself. As markets morph, organisations need to be nimble, agile and be able to quickly respond to shifting micro market realities. In a counter intuitive way, uncertainty demands trust, empowerment and decentralisation of decision making so that the leadership fighting in the trenches in each market is best able to seize and act on opportunities and respond to competitive actions. Of course it necessitates that leadership in each market is responsible and aligned to the values of the organisation.

Unleashing human ingenuity for driving high performance

Performance in the brave, new world hence cannot just be about achieving a target but about winning relative to competition. The volatility of the environment makes target setting an inexact process. Whilst targets may be set as aspirations, meeting budgeted numbers and finding that one has lost relative to competition certainly would not be acceptable. Performance management in the brave new world also needs to also be examined against external facing outcomes like market share growth and assessed relative to the performance of the other players. This is more likely to create an over arching sense of purpose and direct and rally teams to fight the forces of competition and unleash their collective entrepreneurship. Trust leads to ownership and ownership ensures accountability for outcomes.

Of course, with greater devolution of authority comes greater responsibility. Hence, the choice of leaders in each market has to be done with care and caution so that he is aligned to organisation values, ethics and does not compromise the long-term interest in making short-term trade-offs. This remains a key role to be played by the leadership. Development of good judgment happens on the job and people grow if they have the inherent potential and are willing to learn. A fast changing, brave new world demands that one errs on the side of trust and empowerment as a potent force for combating uncertainty, change and disruption by unleashing the power of human ingenuity, imagination and total ownership for business success.

Agility in decision making

Beyond empowerment, innovation and responding to shifts in market or responding to competitive pressures, a key differentiator for any business in the brave, new world will be the agility with which they allocate and deploy resources and how they build and leverage their technological prowess for risk calibrated business growth and profitability. Ownership for technology cannot just be with the Chief Technology Officer (CTO) or the Chief Digital Officer (CDO). While strategic platform capabilities will need to be built by the CTO, each and every business unit leader will need to see herself as a technology evangelist who leverages technology to the maximum and works with the technology team in making technology a competitive business differentiator by providing input on usage, deployment and next level enhancement opportunities on a real time basis. Similarly, the ownership for productivity or profitability cannot just be with Human Resources and Finance but jointly owned with business teams. While policy guidelines need to be framed at a central level to meet management objectives and ensuring alignment to organisational culture, values, governance and ethics, the ownership and accountability for all controllable items must also reside with the unit business unit head.

Ownership and accountability will need to be accompanied with greater flexibility for taking decisions at the local level. The call to re-allocate or redeploy resources being consumed on fixed overheads need to be based on emergent business needs and on a real time basis. Organisations which have flexible processes for resource re-allocation and where line managers take full ownership for technology usage are likely to be more agile and better placed to respond to evolving competitive pressures in this new era of competition.

Embracing Humility

A lot has been said about agility, speed and adapting to emerging realities. However, the core challenge in change or transformation in cultural and behavioural terms is not just about complacence or inertia. Arrogance that results from success often becomes a more serious inhibitor of change and new ways of doing things. We all know that flogging a horse that has outlived its prime will not give results but many of us struggle to give up the old or learn new skills or acquire new capabilities. Its never easy to say, "I don't know" and learning cannot happen without acknowledging that one does not know or that one made a mistake. Humility or the honesty to acknowledge mistakes and having the self-confidence to learn from others is a fundamental requirement for moving forward in the brave, new world.

Navigating uncertainty and change: The opportunity for HR

Resistance to change happens when beliefs collide or personal interests are threatened. Changing beliefs to bring about lasting change is a slow process and needs to be done in a calibrated manner as moving too fast or using a sledge hammer approach to break resistance may result in causing fear and paralysis. Mandates have to be used only as the last resort as changes in behaviour may otherwise happen only at a superficial level and result in other dysfunctional behaviours like passive resistance which makes lasting change all the more difficult.

The leadership challenge of navigating change is akin to sailing a yacht in an open ocean. The sails have to be continuously and delicately adjusted with changes in the speed and direction of the winds to keep the yacht on course. A professional sailor knows that adjustment in sails and direction of the yacht have to be synchronised and calibrated else the yacht will capsise. Sensing the pulse of the organisation, distinguishing between noise and feedback, surfacing the feedback in an appropriate manner, containing the fear of change and uncertainty wherever necessary, role modelling, embracing and advocating the vision of the new reality and lubricating resistance to change through dialogue and discussion to resolve conflicts and make forward movement possible are essential for managing of change and this is a role which HR can play with credibility. HR is hence uniquely positioned to effectively support business teams as an effective and credible agent of change to help partner in making lasting change possible.

A vignette in change & transformation

The journey of technology adoption in the life insurance industry in India provides an interesting instance of managing change and transformation. Technology adoption had been comparatively much slower in the life insurance sector than the banking world that had embraced and adapted technology in customer acquisition & servicing through ATM's, Internet banking, Mobile banking etc. The prevalent belief about life insurance was that it was essentially a people to people business, about deep relationships between customers and distributors and that intermediation through technology would weaken the customer-distributor relationship. The noise amplified was that life insurance was sold as a push product and not a pull product like banking services and the digitisation initiative would alienate distributors and hence be inimical for business growth and development. Given the extent and nature of mindset, the digitisation initiative at ICICI Prudential Life was framed as providing convenience to distributors and frontline sales personnel and an opportunity for them to generate more business rather than an initiative that promoted direct interaction between customers and the Company.

A simple yet overarching vision was defined by the CEO of "making customer acquisition as easy as buying a bank fixed deposit through a one click process". This meant that the hassle and time spent in filling, collecting documents and travelling to the branch for timely submission of documents would now become a thing of the past. Not to speak of elimination of wasteful processes and attendant headcount required for checking if forms were correctly filled in, whether the documents were in order, couriering/ scanning of forms & documents and re-checking them at the central operations unit. The median time to issue a life insurance policy usually took 2 weeks and now the distributor could guarantee immediate satisfaction to customers by having the policy issued in less than 30 minutes.

Developing the application was only the start of the digitisation initiative. The larger challenge was to get the teams to adopt mobility devices like tablets as way of doing business. In fact, the initial thinking was to ration tablets and give them to new recruits only after they reached a threshold productivity level ostensibly to save expenses on tablet purchase. The mindset of technology adding to cost and not a productivity lever or an opportunity to acculturise new recruits to sell using technology had to be yet again challenged with the analogy of soldiers going to battle with bare hands and being given equipment to fight and defend only after they had proved themselves.

The key point here is not that technology enablement happened and that it led to enormous productivity and efficiency gains apart from enhancing customer satisfaction. The process of embracing change started with 'Humility' defined as the willingness to learn and adapt being introduced as a core value and as an essential element of organisational discourse. Humility was reinforced in every forum and colleagues were encouraged to exorcise phrases like 'It does not work' and 'it only works like this'. Ceaseless and repeated engagement and communication with colleagues facilitated alignment with the demands of the changed reality over a period of time and giving up of the traditional way of doing things that were clearly not working.

Instructively, while the noise generated was countered with analogies that resonated, digitisation was never positioned as a panacea for business success or as technology initiative in which case it might have remained a stillborn child. It was reiterated that business teams would be finally evaluated on market share growth and health, quality, efficiency parameters and that they retained the choice on achieving business goals with or without technology adoption. This was consistent with the philosophy of trust and empowerment that was implemented by moving from a functional structure to a structure where the head of the business in every market was made accountable for business outcomes of growth, profitability, quality, health and efficiency.

Accountability had to be necessarily accompanied with devolution of decision-making freedom to allocate resources based on assessment of business opportunities. There was no doubt apprehension whether the next level leadership was ready and capable. However, the proposition that the role of leadership was to grow, nurture, mentor and handhold talent and that in a complex world no one would be ever fully ready or fully capable helped in assuaging the apprehension. Importantly, the digitisation initiative was framed as a key business initiative and not as technology initiative. This facilitated full ownership by the business teams and led to a virtuous cycle of continuous feedback to the digitisation team on how to enhance the offering and making it more user-friendly leading to higher levels of usage and adoption.

Conclusion

As evident from the case study, ceaseless and relentless communication to encourage colleagues to do business the right way - defined as driving risk calibrated business growth and market share in alignment to organisation culture, values, risk and governance standards formed the core thinking for business success. The emphasis on only doing what is good for the business as an entity helped to facilitate close collaboration between teams to align and work towards implementation of the organisation agenda and restrain forces that sought maximisation of the functional agenda at the cost of the business agenda.

The shift from a functional structure to an integrated structure and alignment of performance metrics to external facing outcomes gave the necessary impetus for strategy delivery at a local business level and the relentless focus on eliminating noise, acting on feedback and alignment to the value of Humility paved the way to make lasting change happen. The speed and pace of effecting change can always be a matter of debate. This will always be a judgment call based on the reading and sensing of emergent realities and the capacity for change the system can absorb.

In closing, one may say that global competition and technological change have sped up creative destruction and the ability of labor markets to adapt. Curiosity, a relentless urge to learn and adapt and the humility to accept that one does not know it all would be imperative for understanding, monitoring and navigating a sea of ever changing trends and hopefully, remaining at the top of the game.

Acknowledgement:

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CRYSTAL GAZING ON THE FUTURE OF WORK

IRFAN ABDULLA

About the Author

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Irfan's focus at LinkedIn is to lead and scale-up the Talent Solutions business in India thus, helping LinkedIn fuel India's talent economy. His current role entails consulting leading Indian enterprises on ways to attract, source, engage and retain talent and in-turn become the employer of choice to a large base of passive candidates.

Prior to LinkedIn, Irfan was working with Hewitt Associates, an HR Consulting and Outsourcing company. He has also held leadership positions at companies such as JobStreet and Network18. With over seven years of experience in the internet industry, Irfan brings diverse business experience in his role at LinkedIn. An alumnus of Mumbai University, his expertise lies in Solutions and Product management.

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The truism that *the only constant in life is change*, is more relevant to the world of business today than ever before. These are exciting times for business leaders because the pace of change is intensifying and throwing up challenges which require agility, quick decision making and a deep understanding of the people they lead. Many aspects of good leadership have been discussed and debated by experts. All have great merit, particularly the ability to shift priorities as business imperatives change. To my mind, however, what makes for an outstanding leader is the commitment to continuously learn, mentor and manage talent at multiple levels, efficiently and effectively.

These are the leadership qualities greatly needed in today's evolving workplace. Much of this is related to the changing profile of the professionals entering the work force and the likelihood that their numbers will continue to grow faster than any other category. These young professionals are the 'tech savvy' digital generation. They are the future of work. To effectively and successfully manage them we need leaders who can understand their mindset, accept their need for self-expression, give them the space to grow and show them how to do it.

With portability of professional skills, influence of digital media and professional knowledge enabling people to make smooth industry transitions, organisations need to look at innovative ways of nurturing their prospects. Here I would like to mention a few specific challenges that leaders of this workforce will face and the possible solutions they can look at to meet these challenges.

Listen and learn before you coach: Reverse mentoring

With technological advancement, leaders will have to equip themselves with skills that help them stay relevant. Other than constantly learning, an interesting concept is reverse mentoring. Reverse mentoring helps both senior leaders and their younger counterparts. It help mature leaderships catch up with new technology. With time as a constraint that makes it difficult for senior leaders to catch up in this space, tech-savvy younger employees can mentor them to bridge this gap. Senior leaders get a chance to stay abreast with newer trends and younger employees get to imbibe the invaluable skills of maturity and patience. Most importantly, this drive helps the organisation as a whole to stay relevant. As with most initiatives, implementing reverse mentoring, seeing the success of it does take time and needs to be planned. Leaders need commitment, persistence and patience to see this through.

Accept workforce mobility: match talent with opportunity

Talent today is more mobile than ever before. It has become common for people to switch jobs more frequently over the course of their career. As changing companies is common among today's workforce, shifting careers from one industry to another is also very common. The portability of professional skills from industry to industry means that people now have more options to switch without having to restart their career from square one. This behaviour has made the recruiting process volatile and a recruiter's job rather tough. Therefore, it is important that business leaders place emphasis on matching the right talent with the right opportunity and thereby increase retention rates in their organisation. Beyond improving retention rates and bringing down the cost of hire, matching talent to opportunity and increasing what we call *talent adaptability* in an organisation also leads to higher productivity. A study recently conducted by LinkedIn and consultancy firm PwC revealed that if India was better at matching talent with the right opportunities, this could unlock as much as INR 508 billion in increased productivity.

Create a learning organisation: become the company of choice

In a booming economy like India, businesses are under pressure to be nimble and perform better than their peers. There is need for leaders to have an *always on* approach in order to be ahead of their game. People today like brands that are willing to have a two-way communication with them. They are more likely to develop affinity towards a company, if the company is openly communicating with them and is socially savvy. Also, according to LinkedIn India Recruitment Trends for 2015, 79 per cent of Indian talent leaders say that an employer has a significant impact on their ability to hire great talent. A company must position itself as an employer of choice among prospective candidates. They must therefore spend enough time in not just defining who they must target but also listen to their conversations online. In order to engage meaningfully with their target audience, it is important to take a look at what they are doing, observing their social interactions and listening to the conversations they are having.

Foster an entrepreneurial spirit: Hold on to the best talent

The burgeoning growth of startups in India and globally has now encouraged larger organisations to be agile, ambitious and become more entrepreneurial. However, to nurture this spirit, organisations need to invest in building employee-first cultures. Old work policies need to change – employees now want to work anywhere, anytime. The new workforce demands transparency, they want to take control and for them what is happening now is relevant. Leaders have to focus on outcomes. Instead of merely looking at hours clocked in, they now have to look at quality and quantity of outcomes.

Embrace social media: the future is digital

An interconnected, digital world is the future. Digital as a medium has become the main driver of opportunities for professionals and well as companies. Those businesses that have kept pace with this change are likely to be more attractive for these professionals than those that have not. For example, while professionals often take to social media platforms to manage their career or find their next big break, on the business side of things, recruiters and brands alike are increasingly looking at innovative ways through which they can reach their target audiences/prospective employees on these platforms. In other words, this medium has the potential to become an enabler that deploys capital flow to where it is needed the most.

To enable organisations, leaders and professionals to learn about jobs, skills, companies, and the latest economic opportunities, LinkedIn has created an Economic Graph to digitally map job opportunities with the right talent. The digital economic graph is helping members make better business and career choices. Moreover, networking in the digital space has become an important mode of identifying economic opportunities, whether it is finding new opportunities in their current fields or stirring a shift to different industries.

For those professionals who have already entered this challenging workplace and for those waiting to enter, I have some advice if they want to maximise their growth potential, increase job satisfaction and perform to their best abilities in the workplace of the future:

Get better at your current job by being on top of your game:

With the right insight and right knowledge, an idea can turn into an action plan. These moments exist throughout the day and can be used to make professionals even more productive, inspire them and help them make more informed business decisions at work. Therefore, we encourage our members to leverage apps such as LinkedIn Pulse, which curates all the news that is relevant to a professional basis his industry and helps them gain insights which could turn into a powerful idea in their work.

Maintain and nurturing your online presence by building your professional brand:

Your professional brand is a sum of many different aspects of your professional life, so it's critical to make sure you are always representing your best self. Participating in industry forums or sharing your thoughts on a particular topic relevant to your area of expertise through long-form posts helps in positioning yourself as a thought leader among your peers.

Your profile, especially on social professional networks such as LinkedIn speaks for you, before you've met someone. Therefore it is important that you invest time in your profile and that it aptly captures a summary of all your professional accomplishments - displays your skills, your work-experience, has recommendations from colleagues and clients.

It is a known fact today, that creating an environment that is open to social media has huge pay-offs. From attracting and engaging top talent to growing business, socially engaged companies are differentiating themselves in a competitive market. To succeed in the social media game, leaders have to act as brand champions and have an always on approach. We believe that more investment in social engagement leads to stronger and sustainable relationships. Much like in personal relationships, this is now true for how businesses grow their relationships with internal and external stakeholders. To arrive at a potential job switch, people spend time studying the organisation and it's social media persona. It is therefore, more important than ever, for organisations to put their best foot forward.

DEMYSTIFYING CHANGE AND TRANSFORMATION

HARLINA SODHI

About the Author

Harlina Sodhi is HR strategy leader and a TEDx speaker, whose expertise lies in areas of Employee Engagement, Communication, Learning and Diversity. She is a social media expert with focus on building Employee Value Proposition, Advocacy and Branding. She has extensive experience with large scale organisational Change and Transformation initiative and works closely with NHRDN and SHRM to push the HR agenda for the industry

We have heard it being quoted often that "Change is the only constant", "Change is inevitable", even that "Change is the law of nature". Coupled with the word Transformation every organisation today is talking about, the waters get muddied even further. But when we begin to say "Change is law of life", it's time to demystify it!

The epic "Tryst with Destiny" speech made by India's first Prime Minister, Jawaharlal Nehru on the 14th August 1947 the eve of India's independence speech says"Long years ago we made a tryst with destiny, and now the time comes when we shall redeem our pledge, not wholly or in full measure, but very substantially. At the stroke of the midnight hour, when the world sleeps, India will awake to life and freedom. A moment comes, which comes but rarely in history, when we step out from the old to the new, when an age ends…….." This celebrated speech marked the start of journey of Change and Transformation for India and rest is history – political, economic and social.

When I typed 'Change' on the Google search bar – it throws up one Billion results and the word Transformation throws up 75 million. Golly, I thought to myself – what does one write about which has not been written before. Tough task indeed; but relatively easy when you are in the midst of mammoth scale of organisational Change and Transformation in the history of corporate India.

Unprecedented and non-stop Change is the norm for organisations now and"the future is already here" said William Gibson. Increasing competition, globalisation, technological changes, financial upheaval, political uncertainty, changing workforce demographics, and other factors are forcing organisations to Change faster and differently than ever before.

Change and Transformation have become the new buzzwords. Be it politics, business, schools, economics, corporations both have gained enormous attention in the past few years. More often than not Transformation and Change are used interchangeably although there is a stark difference in the meaning. "**Change is the consequence of Transformation**"

Change is defined as modifying the way things are done by altering the management structures and business processes. Change can be incremental or quantum in nature. The Changes could be of different types like, Social, Technology/digital and organisational Change. Organisational Change is more about changes in the structural, process, and people.

Transformation is what happens when you see the world through a new lens of knowledge and are able to create things, never before envisioned, for the future. Transformation is motivated by survival, by the realisation that everything needs to Change or the organisation will die; that a significant breakthrough in mind-set is needed in order to pursue new opportunities. It is a longer process, more internal and requires strong commitment and conviction by those involved in the process.

Let me paint a visual for you by taking few examples from the animal kingdom, organisations and people to exemplify what is Change & what is Transformation.

As per Indian mythology every time the universe was in trouble or required social awakening numerous gods would take human form in order to bring about the necessary Transformation and set the world on the right path.

If I were to share the global landscape, almost every organisation undergoes some form of Change or embarks on the journey of Transformation be it through restructuring, reengineering, right sizing or right aging in order to keep pace with the competitive world. Transformation relates more to the culture, belief and the mind-set of the people, while technology or process changes are just the enablers to bring about the desired Change. Needless to mention that Transformation in the VUCA world is increasingly becoming more challenging given the transient nature of the Change itself. As you move towards your desired Transformed end state your expectation from the end state would have already evolved during your journey and again the end state seems like a failure. Hence an ability to foresee the desired Change four years ahead and then working backwards is what will bring about the desired output.

Coming closer home in India the last decade has been fraught with social,

Examples	Nature	Companies	People
Change	Chameleon changes its colour	Xerox from Photocopier to document to technology company	Amitabh Bachchan evolved to medium of TV from Cinemas
Transformation	Caterpillar transforms into a butterfly	Apple – Transformed the way people used technology – literally reinvented the "reinvention business"	Buddha – theory of Impermanence

economic and technological changes. Organisations in India have very unique characteristics. They are more owner driven, have multi-generational workforce, and diverse political-socio environment. As humans we're wired to be wary of Change. Neuroscience is showing that we experience potential threats to status, certainty, and autonomy as painful. Real Change puts all of these in flux. And for many of us these are a matter of pride. Hence more often than not large-scale organisational Transformation seems unpredictable, fickle, and irrational.

The only way to make change palatable is to ensure that that there is a common framework, set of words and language. It is important to have common definition, approach and process to be successful. It should be integral to overall plan of the company and not just an add-on event. Change needs to be driven, role modelled and reported.

Failed changes can be costly, demoralise employees, reduce competitiveness, and start an organisation on the road to mediocrity or obsolescence. The problem exists because few people responsible for change understand how to manage change.

With this as a backdrop, today's organisations need to ensure they are leading from the front to bring both mind-set and skill change in the leadership and overall workforce of the organisation. There are 3 core pillars which have the potential to really change the game for the organisation.

1. **Learning** – which has be at learner's behest, bite sized aka Micro learning and available on need to know basis (JIT). The tools of learning that companies need to leverage are MOOC, Gamification, Wearable technology and Mobile Apps – the underlying concept being – "Go where the learners already are!"
2. **Leadership** – has to change gears from being command & control, instructional & reviewer, hierarchical to collegial to being co-creating & empowering, "walk, indeed run the talk", the underlying concept being – "There is huge value in minds of all, trigger it off"
3. **Performance** – agile and progressive companies have to know that today people believe there is more to life than doing the job and getting paid for it. They have to provide meaning and purpose to its workforce – "Give them a dream and an opportunity to leave a legacy behind"

Developing champions who understand how to initiate, facilitate, and implement needed change is an alternative that offers considerable potential for addressing this important topic. Deploying psychology of change management can accelerate change too (Theory of cognitive dissonance – which talks about giving people purpose, theory of conditioning and positive reinforcement which clearly states that reward, recognition and performance systems in the company must be aligned to desired outcome, theory of adult learning which details out the fact that we should let people absorb the change, allow them use it experimentally and then get them integrate in their current processes and finally the theory of adult behaviours which states that people need role models and leaders who "walk the talk". If an organisation can play the different instruments of music seamlessly, change is guaranteed almost magically!

Let me paint the picture for you using two illustrations.

Every company today has started to talk about their almost fanatical focus on employee engagement. In the corridors of HR leadership, there is constant chatter about how we need to empower and energise our employees, how should we make the company ecosystem and environment conducive and how to find innovative and real time ways to listen to what employees are saying! There are employee engagement surveys, employee satisfaction survey, pulse surveys, happiness surveys and whole host of other ways companies have started to "listen" to their workforce. Indeed some have deployed very innovative and technology enabled ways as well, such as "Click a Glad-Sad-Mad-Bad" smiley button on a flat screen as they come in and go out of workplace to capture emotions real time or leave a message on company's internal blog site sharing how they feel and what they want.

To my mind, unless done for dramatically different reasons, it is but mere entrapment' that we are talking about for our people. By laying out long and complex roadmaps to actually increase organisation productivity, advocacy and "win the eternal war for talent", companies will only achieve incremental changes not long lasting transformation. Marginally making minor tweaks to processes, systems and policies hoping natural cycles of evolution over a period of time will make the change impactful, sustainable and meaningful, which it will, but only the landscape would have changed by then again and thus the eternal cycle of change will begin yet again!.

Or we could start with end in mind; work towards making quantum leaps, build a blue print to transform the workplace and then get into execution. There is enough knowledge out there to tell us, what's changing both within the DNA of millennial employee as well in the technological world. We are truly at the "tipping point" with the meshing of workplace megatrends such as millennia's, social, globalisation, connectedness powered by technology, rise of gender diversity and innovation and more than ever before, the time is ripe for transformation.

Another big change that we have begun to see at the workplace is migration of talent from global MNC's to Indian conglomerates. While earlier the MNC's were considered mecca of learning and opportunities, place where a person learnt about structure, models and process there has recently being a rapid shift in the way employees have started to embrace the working ways of Indian companies. I attribute this change to 2 key reasons :

1. The times are different, we are in a VUCA world already, so people have started to adapt to the volatility, uncertainties, complexities and ambiguous ways of working, something that Indian companies are intrinsically good at, in fact, an attribute they evaluate in a candidate while hiring them. The larger socio-economical-politically environment coupled with technology explosion has taught emerging talent the value of agility, manageability of their projects and careers and concept of "personalisation" while operating in a world of "globalisation".

2. The other significant transformation that we have begun to see if the rise of entrepreneurship and start-ups. Its reasons are many, funding for start-ups is available easily with angel investors looking to put in the seed capital, spirit of risk taking is all time high, world is now flat so market place has grown hugely, social media has

reduced set up and infrastructure cost and innovation is being funded by the both government and corporates. What Indian organisations do is get a person to think more "end to end", inculcate ownership mind-set given the fact that both strategy and design as well as execution and implementation has to be done here in India compared to MNC where thought leadership comes from their HQ's in US or Europe and SOP, template driven work gets done out of India.

Change involving movement of talent to Indian companies as well as transformation of workforce from being mere employees to becoming entrepreneurs are great examples which elucidate what Change and Transformation is playing out in the Indian workplace.

In conclusion, what I would say is that Change is a process of evolution while Transformation is disruptive and innovative. Change is inevitable and reversible, Transformation is internal and completely non-reversible. Change occurs with a desire to improve the past while Transformation is driven by future orientation, constrained only by the limit of our imagination, conviction and courage.

In the organisational context, it is apt to say that "Transformation prescribes vision and Change subscribes to vision!"

BUILDING COMPANIES WITH A SOUL – HOW COMPANIES CAN DEFINE, COMMUNICATE AND ALIGN VALUES

SUPRITI BHANDARY

About the Author

Supriti Bhandary is an experienced Talent Advisor and Executive Coach with over 20 years in global HR. She partners with clients to provide solutions in areas related to Talent management, Coaching, Leadership development and M&A. She leverages her practical insights in assessment, succession and development, to help clients identify, develop and retain the right talent. Previously, she served as VP – HR at Wipro Limited, where she led teams across various facets of HR in India, Asia Pacific, USA, South America and Europe. Supriti is an alumnus of Tata Institute of Social Sciences. She is a certified Coach and a trained assessor. She is a qualified user of MBTI®, certified user of PAPI and Hogan suite of tools

Why values matter

I am an unabashed fan of Southwest Airlines. They are efficient, on time, value for money and great fun. They are also the poster child of an organisation that consciously cultivates a culture which brings their stated values to life. A few years back, a story broke that reinforced this. A Grandfather is rushing to catch a flight to reach the bedside of his 2 year old grandson who is dying because of a terrible tragedy. He moves through the slow moving security line at the airport. Certain that he will miss his flight, he calls his wife, who in turn calls Southwest customer service. Shoes in hand, the grandfather runs across the terminal, to the departure gate, almost certain he has missed the flight. He finds the pilot waiting at the jetway, holding the plane. On being thanked, the pilot says "no problem…. anyway they can't leave without

The idea in brief

How companies define or redefine, communicate and align values will directly influence the culture of the workplace. This article makes the case for a systematic and deliberate approach to defining and living values in a way that is authentic.

If one wants to build a successful company with a soul, then pay close attention to the values. Enough research now links high performing organisations to strong values and culture. Companies who consciously manage their culture, outperform those who don't. Of course, it will be simplistic to suggest that values and culture alone are sufficient for success. They aren't - we also need sound business strategies among other things. But values are the starting point.

Note: The subjects of Purpose, Vision and Values go hand in hand. Of this trinity, this article addresses only the topic of values. Ideally, an organisation should have all three.

me". A grateful grandfather reached his destination, albeit 12 minutes late. Each minutes delay was thousands of dollars lost for the airline. But pilot knew that in their culture, getting this grandfather over was important. And he didn't need anyone's approvals to do the right thing. It was that clear. Ultimately that is the kind of culture you want to create,where people not only understand and live the values, they are also empowered and know that you got their back if they make certain calls. The pilot demonstrated what Southwest now calls their values of Warrior spirit, Servants heart and Fun LUVing attitude.

This is a copybook example of how actions on the ground closely reflect the identity and values of the company, and tell the world what it stands for. Put simply, values reflect the core beliefs of the organisation, and are deeply engrained principles or "rules of the road" that guide one's actions.

But should we even bother about this topic in an environment where values often become subordinate to results or where examples of ambition unfettered by values abound? It is not surprising that many roll their eyes cynically when this topic comes up.

The business case to move beyond cynicism to embrace this subject is compelling. Research shows that the truly iconic, successful and enduring companies are those who have strong cultures built around core values and purpose (*Collins & Porras*, 1994). The companies who intentionally managed their culture substantially outperformed the rest (*Kotter & Heskett*, 1992). And these cultures are built deliberately and systematically. Such organisations explicitly state their values and communicate them continuously. They manage their culture by aligning the values with their systems, practices, operations, processes and controls. As a result, they attract and retain superior talent. They are able to create an environment which enables higher levels of employee engagement, in turn contributing to superior business performance.

Over time, the operating practices and policies will need to keep adapting to the business and environmental realities, while the values stay largely constant to anchor the organisation. Core values do not limit one from having practices that are contextually relevant to the business. For example, a company can have strong operating practices around innovation even though innovation itself need not be one of its explicitly stated core values.

Are there any specific organisational values that are correlated to long term success?

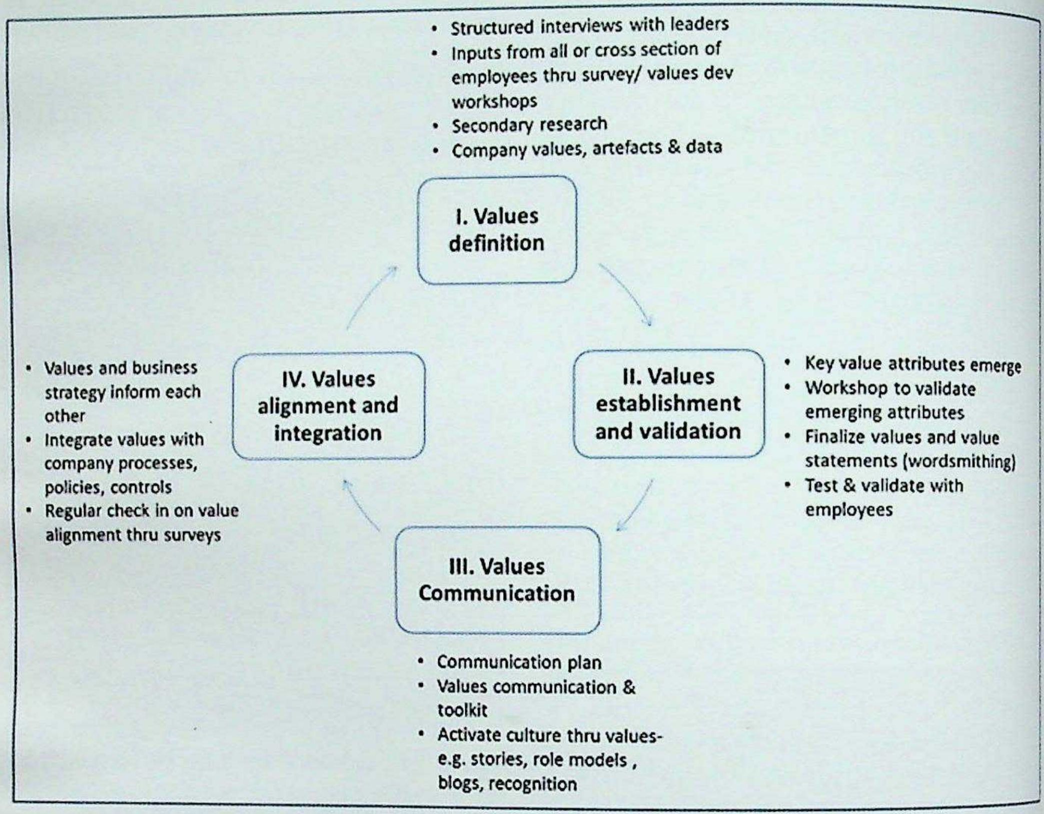
One would not advocate a specific set of values as a guarantee for success. What is more crucial is that the organisation have a core identity and that its values reflect its character and persona. That said, moral values like integrity, honesty, respect and fairness have an enduring presence. Over the centuries and in times of change, successful entities show a strong ability to learn, adapt and bring the outside in (*De Geus A*, 1992). In a flat world, one would hypothesise that companies would do well to mirror the values of the internet like equality, merit, openness, service, freedom and innovation.

This article aims to serve as a playbook on how one can define and make values matter. Read on, if you believe that values are worth talking about, despite the risk of sounding trite. It is a conversation that is bound to take us to a higher, more inspirational level.

How to define, communicate and align values

The process of defining, communicating and aligning values involves a series of actions. Each organisation will approach this in a way that suits their requirements, adding or removing steps based on their context. Whatever approach you decide on, an iterative design process will generate robust outcomes.

Generally speaking, the main steps include the following:



- Structured interviews with leaders
- Inputs from all or cross section of employees thru survey/ values dev workshops
- Secondary research
- Company values, artefacts & data

I. Values definition

II. Values establishment and validation

- Key value attributes emerge
- Workshop to validate emerging attributes
- Finalize values and value statements (wordsmithing)
- Test & validate with employees

III. Values Communication

- Communication plan
- Values communication & toolkit
- Activate culture thru values- e.g. stories, role models , blogs, recognition

IV. Values alignment and integration

- Values and business strategy inform each other
- Integrate values with company processes, policies, controls
- Regular check in on value alignment thru surveys

Let us look at detailing each of these steps.

I. ***Values definition (or redefinition):***

This is the first step in the process, and we start by determining which of the following categories applies.

➢ Blank slate: Consider defining or clarifying the core values and beliefs if they have not yet been articulated. This can be true for a new company or a company that has not yet stated its beliefs or values in a tangible way. For a new organisation, the value definition exercise will seem relatively easy. Values and "ways of doing things" exist even if you don't call them out. In such a context, founder inputs will be key. *Hofstede* (1997) stresses the values of the founders shaping the organisation. You only have to look at the culture of Apple or Google to see how substantially they are influenced by the beliefs and world view of Steve Jobs, or Larry Page and Sergey Brin respectively.

➢ Established: For organisations with established values and culture, a relook often takes the shape of values re-examination. Tied closely with business strategy and future success, it is a reality check to see if the values and culture will get the organisation to where it wants to go. Look at the stated values closely to see if they are just posted on a wall, or actually lived in the actions of the people. While initially, the values of the founders are similar to the organisation's values, with growth, other leaders influence is visible. Over time, one may find the stated or formal values varying from the lived or informal values. Organisation's often choose to re-articulate their values or value statements to make them more current, contemporary and action oriented. In such cases, the new version tends to be built on a foundation of the best of the existing culture and values.

Events like a major re-organisation, leadership change, merger or a "burning platform" crisis scenario may trigger some deeper value level change discussions. A caveat here is that any change in core values is not to be taken lightly as they are deeply ingrained in the identity, character and persona of the company. An across the board change in values is unusual, and drastic changes run the risk of being rejected by the employees or cause deep damage to the fabric of the organisation.

Values are considered fairly stable over time, but their order of importance would depend on the stage the company is in. E.g. values around efficiency and speed get amplified in a re-examination project, if bureaucracy has crept in over time. Or in today's consumer oriented environment, a customer focused value may get highlighted. Companies often choose to re-affirm the existing values in a more relevant manner, and through this process bring a renewed energy into the organisation.

Whether starting from blank or in a scenario where values are established, getting the CEO and top management buy in is a must. Based on the context, the actual process of gathering information may be leader led and top down, or crowdsourced from employees or more commonly, a mix of both. An inclusive process, with active debate and discussion is recommended.

Methods include structured interviews with the leaders, employee surveys or involvement via social media, group discussions, workshops, study of company artefacts and secondary research. Ask for specific examples and behaviours to understand how these values get translated into action on the ground. The leader interviews and workshops with employees help surface the difference between how the same value is perceived or manifested across levels.

In addition to the above methods, you can consider using a standardized, scientific assessment to help surface the values and motivations of leaders. Hogan assessments is one such tool. While Hogan is usually used for selection and development work, it

Thought starters for interviews and discussions

- What are the organisation's core capabilities?
- What are the organisation's values? What do each of these values mean to you?
- How is the organisation doing on these? Are the values known widely? How are they embedded in the policies and practices? What are the consequences for violating the values?
- What values are required for the organisation to be successful in the future?
- What are the leader's personal values?
- If you were to start your own company tomorrow, what values would you inculcate?

can also be leveraged for organisation interventions like values design. The Hogan Motives, Values, Preference Inventory (MVPI) will provide valid and reliable information on what matters to the organization's leaders. The critical aspect of this inventory is what it says about the type of environment a leader will likely create. MVPI gives insights into what are the key values of the leaders that will impact their behaviours. Administer the Hogan to the leaders and to a representative sample of the cross section of employees. Is there congruence between the stated or espoused values and the values that are driving leader behaviours as per Hogan report? How about similarities between the values of the employees and the leaders? Where there are gaps, dialogue on the why and how of it. E.g. if employees score high on values like Hedonism and Affiliation, it will indicate that a fun and social environment is valued. And lets' say the leaders score low on these scales. Then most likely fun isn't happening or will take a much more conscious effort on the organisation's part to realise. Hogan's MVPI maps 11 scales, so know that there will be some values in your consideration set that could emerge from outside this list. To make it composite, consider using it along with the Hogan's bright aide and dark side of personality inventories (HPI & HDS) and you can get a very powerful view on what influences the leadership style and culture of the organisation.

II. *Values establishment and validation*

Once you have the key value attributes emerging from the first phase, it is time to validate and then finalise the value statements. Values should be few, so focus on those which are really core. Less is more is the design principle here. While 3 to 6 values are recommended, some companies choose to have up to 10 values.

Co-creating values with the larger cross section of employees is important. This is because your goal is not just to create new values, it is also to generate the buy in of people. Pushing something down will only generate compliance without commitment. Not everything is a consensus, and there will be a bias towards what the leaders believe in.

In 2003, IBM held a 72-hour "Values-Jam"via the corporate intranet about the company's values. Thousands of employees engaged in a debate on what the company stood for. Over a decade later, we now have a range of technology and social media tools available, making it easier than ever to crowdsource and validate values from employees.

As you go through this process of validation, you will see that at times there is match between a person's individual values and the organisation's values. However, be prepared for pluralism. As companies grow in size and scale, and across countries, it will be inevitable that certain differences in values between people exist. Hofstede's work talks about the variance between national cultures and organisation cultures. This is something the leaders have to be prepared to deal with. If you decide values based on employees inputs, and where such inputs vary greatly from the leader's values, there is a real risk of not living the values (as leaders may be less likely to role model them).

Values of organisations are usually clustered around moral/ethical, economic, social and aesthetic values. Core values of many companies are built around Ethics, Integrity, Respect, Teamwork, Collaboration, Quality, Customer Satisfaction, Innovation, Excellence, Openness and Speed.

Once you get your core value attributes *(an indicative list is provided)*, you can

Thought starters - List of indicative values

Ambition
Accuracy
Accountability
Accomplishment
Aesthetics
Altruism
Affiliation
Compassion
Competency
Commerce
Courage
Credibility
Challenge
Collaboration
Customer Satisfaction
Dedication
Dependability
Determination
Dignity
Discipline
Diversity
Efficiency
Empowerment
Empathy
Equality
Ethics
Excellence
Fun
Flexibility
Friendliness
Generosity
Honesty
Independence
Individuality
Inclusiveness
Influence
Innovativeness
Integrity
Improvement
Kindness
Learning
Loyalty
Optimism
Power
Profitability
Quality
Order
Responsibility
Recognition
Respect
Security
Service
Stewardship
Teamwork
Wisdom

then do the wordsmithing of the actual values statements in a manner that is consistent with the overall identity and persona of the organisation. Where possible, craft them in an inspirational way.

Take time to debate and socialise these with leaders and employees.

Most importantly, be authentic. Your values must be who you are, and not copied from other companies because they sound cool.

The actual value statements should be written in such a way as to reflect the character of the company. E.g. a start up like Zappos has core values like “Deliver WOW Through Service” or “Create Fun and A Little Weirdness” which reflect its coolness. GE’s new beliefs seem to be written with an eye on what will help them navigate these changing, uncertain times. Hence terms like “Learn and Adapt to Win” and “Deliver Results in an Uncertain World”.

III. *Values communication*

Communicate explicitly, consistently and continuously, through various internal and external channels. This is a one time (during launch) as well as an ongoing process.

One best practice is to identify the key behaviours which add and detract from a value. List your "Valued behaviours" and publicly celebrate people who demonstrate them. Leverage the power of storytelling to bring values to life for employees. Design a communication kit which includes videos, talking points, posters, screen savers, posters etc. The new hire orientation programme should include a session on the company's values and beliefs. Today, most CEO's and leaders have blogs, which along with town hall meetings, newsletters, intranet, and social media tools can be utilised.

Leaders and Role models can be trained as values champions or evangelists who spread the word. Conduct workshops where debate is encouraged, along with reflection and connection.

Values are much nuanced, and often one has to make decisions between conflicting values. Train your managers and employees, so that they make the right decisions when faced with a value conflict.

IV. Values alignment and integration

Google publicly pulled out of China in 2010, citing censorship and hacking issues. In the years before, they were criticised for caving into China, especially in light of their "Don't Be Evil" motto. Google CEO at that time, Eric Schmidt, had at one point even explained that their company had developed an evil scale to weigh if it was better to be a little evil by allowing censoring, in light of the bigger good in bringing information to the Chinese people. In the end, they made a decision which was congruent with their belief, which they now state as "You can make money without being evil".

Integrating and aligning one's values to actions is where the rubber meets the road. Beautifully written value statements will stay framed in a poster if people on the ground do not experience it. It is critical that leaders solve problems by identifying and resolving associated discrepancies between values and behaviour (*Schein*, 2014).

The starting point is a hard look at the structure, systems, practices, policies and controls to see what needs to be strengthened or changed. Back it up with strong controls and measures to keep track and surface gaps on an ongoing basis. This will help to institutionalise your values. Talk to a cross section of employees to really understand what actions support the value and what detracts from it.

Let us explore some of the ways values needs to be aligned and integrated with the organisation.

- Do the organisation's values inform its business strategy (and vice versa)? Think of an expansion strategy into new markets. If integrity is a core value, how does one plan the entry into a country where corruption is

Thought starters to check degree of value integration and alignment

- Do the organisation's values inform its business strategy (and vice versa)?
- How does the organisation deal with competition and external stakeholders?
- Are the values embedded in the practices, systems, policies and processes? Do you have control measures in place?
- Do the leaders of the organisation role model the values?
- Does the organisation communicate the values explicitly? Is there an ongoing effort towards building awareness and understanding, beyond new employee orientation?

rampant? Have that conversation so leaders and employees are trained in dealing with these situations where there is a value conflict. An otherwise attractive acquisition would become a no go because of a value level mismatch. A company I worked with had a deeply held value around collaboration which led them to walk away from acquiring a high end consulting unit. This was because the consulting company founders actively believed in and promoted a "prima donna" culture where individual achievement was celebrated which would have conflicted terribly with the team focused, collaborative practices of the acquirer.

- How does the organisation deal with competition and other external stakeholders? A value of honesty will jar if the sales people think it is ok to listen into competition's calls or actively sabotage competitor's efforts. Those who espouse social responsibility have to ensure their actions in the community reflect the same.
- Are the values embedded in the systems, policies and practices? How does the organisation engage with its customers and employees? Values like respect, fairness and inclusion would usually mean fair wages, benefits, merit based performance management, policies ensuring a safe work place and non-discrimination. External measurements like sustainability audits will help get a baseline on how things stack up.
- Do the leaders of the organisation role model the values? A value of integrity is meaningless if employees see their managers short-change the client to make higher profit. A leader demanding collaboration from the team signals exactly the opposite if they operate in a silo and hold back information. Policies must include clear consequences for what happens in case values are violated. This is easier said than done. A consequence for an ethical breach could be termination, but do you promote a high performing leader who behaves like a jerk?
- Does the organisation communicate the values explicitly? Do they make an ongoing effort towards building awareness and understanding? Value continuity efforts cannot begin and end with new employee orientation/induction programmes. One of the goals of the HR team should be ongoing value continuity. HR function is often called the conscience keeper of the organisation and should be prepared to actively shape the culture that emerges. Annual or once in two year refresher programmes on values serve as a good place for reflection and connection of one's personal values with the organisation's values. Leaders regularly reinforce these in their communications and talk about this in the leadership training programmes. The talent management processes like hiring, succession, promotion, rewards and recognition should be aligned.

In summary

Values get strengthened through repeated engagement. In enduring companies, values serve as decision making tools, because when faced with a dilemma on what path to take, leaders turn to the organisation's values to guide them. Does it mean they live the values a hundred per cent of the time? Probably not. But they manage to do this most of the time, and are really serious both in intent and action.

Remember, there is no end date to an organisation's values and culture work. It needs to be consciously reengineered and tightly linked to the business to stay relevant.

FOUR FREEWHEELING HYPOTHESES ON DEALING WITH CHANGE

SOUR AV MUKHERJI

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Business environment continues to change, more often than not, in unexpected ways. Is the rate of change getting faster? Possibly so, thanks to the disruptive impact of technology on human lives. Paradoxically, it is business that is often responsible for introducing those changes. Henry Ford changed the model of industrial production when he laid down the principles of mass manufacturing in a vertically integrated business, Alfred Sloan improved it by creating an organisation structure that is suitable for managing such large scale production, not to mention countless other leaders and managers who refined these models over the past 120 years through a series of incremental or disruptive changes. Fast forward to the last two decades and one would realise that innovations in information and communication technology have been the primary driver in changing the way business deals with all its stakeholder, leading to fundamental realignment of stakeholder relationships and organisational boundaries. Therefore, dealing with a changing business context is what managers and leaders have been schooled and prepared for during the past several decades, either through their professional education or experience. Why is it then that dealing with the challenges of a changing business context never goes out of fashion? Here are my four hypotheses.

1. *Change is overrated in business parlance.* Business environment has been changing, more often than not driven by businesses themselves, since time immemorial. However, that does not mean that one needs to make fundamental changes to the business models or the way one does business. If we continue to do the basics of business correctly, we should be able to adapt and adjust to changes. For a business school, we need to be careful in selecting good quality students and faculty members, run academic operations so that there is enough freedom to experiment for the faculty members as well as the necessary standardisation for the students, maintain relationships with the industry and alumni so that they can give us necessary inputs about what they expect from our students. Faculty members still need to be passionate in fields that they teach, develop their competencies and most students still need to be coaxed, cajoled and forced to come to class and pay attention. Industry, especially recruiters, will sometimes behave opportunistically to get the better students ahead of other competing recruiters and we need to play the role of a benevolent regulator. While there is more competition today among students, among recruiters as well among the business schools, these fundamentals have not changed. Thus, one of the challenges for organisations to deal with changing business environment is not to get overwhelmed by it and thereby, forget doing the basics of business right. Such forgetting-of-basics happened during the dot com era, where organizations overestimated the impact of technological change on value creation resulting in a technological bubble. While the technological bubble is thankfully well behind us, it is possible that this constant hype around change is going to create another bubble in the near future if we fail to remember that real (not virtual) organisations need to create real (not notional) value for the economy to move forward. Just as organisations, we as individuals have had to deal with a changing environment around us. There is no doubt that most of us have changed the way we lead our lives – we spend an overwhelming amount of time with our digital devices, much more than we do with our spouses or children and even my seventy-year-old mother shops for her clothes over the internet. However, we still need to take care of our health, eat carefully, exercise more – those fancy monitoring devices such as pedometers and Garmin's cannot do that for us – and meet our friends face to face to maintain intimacy. Facebook is not a substitute. The basic values of honesty, hard-work and humility have remained as important, if not more for achieving our life-goals.

2. *Not all businesses are equally impacted by change. Change is a strategic choice.* Even in the same industry, some organisations have enough power to insulate themselves from change, while others decide to be the change maker, the disrupter. How much one needs to embrace change is often a strategic choice. Powerful incumbents, who are likely to be the market leaders would like to maintain status quo or bring about incremental changes. Newcomers are the ones who would like to bring about disrupting changes so that they can dislodge the incumbents. Thus, one need not always be at the receiving end of the change. Depending on its strategic choice, the organisation should decide how to organise and manage its resources. James March[1] had argued

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[1] *Exploration and Exploitation in Organisational Learning*, J G March, *Organisation Science*, 1991

several years ago that organisations need to balance exploration and exploitation – the former intended to bring about change while the later to maintain status quo. As a leader in the Indian market of management education, we would like to change our operating model only incrementally. Thus, we would continue to believe that the purpose of management school is to create and impart education related to management practice, a significant part of which needs to be delivered within classrooms as management theories. While imparting skills / hands-on training can be complementary to the theoretical knowledge that we deliver, without the theory, such skills do not have much value. Theoretical knowledge based on strong fundamentals makes our institutions different from finishing schools. However, in the international arena, we are a relatively new player. Out there, we would like to play the role of a disrupter, often riding on the waves of change that is sweeping through the world. Thus, emerging economies are assuming greater prominence over developed economies, issues such as sustainability and inclusivity are becoming more salient than maximisation of shareholders wealth and we would like to position our institution at the forefront of such issues, making endeavours to convince our stakeholders that the traditional methods of management research and education, as practiced by the incumbents (i.e., internationally famous business schools) are inadequate to deal with the challenges of this global dynamics. The incumbents, on the other hand, would try to convince the world that one can understand and educate the current context making incremental changes to their tried and tested methods because the fundamentals of doing business still remain the same. Thus, it is once again going back to the basics. Based on our strengths and intentions, we need to choose where we will operate. If we choose to defend our turf and make incremental changes, our structure, processes and human resource policies should be consistent with that. If we choose to be the disrupter because that is what maximises our chances of success, we need to be flexible, experimental and risk taker in whatever we do. Howsoever keen we might be to do both, business history teaches us that it is extremely difficult, if not impossible. In our desire to have best of both, we get stuck-in-the-middle, more often than not. At a personal level, I ask myself how adaptable I am to change. In my professional life, I have been a strategy consultant and then a teacher – two of the most risk-averse profession that one can think of. Therefore, it is very unlikely that I will thrive in an environment that demands high degree of change, such as an entrepreneurial organisation or a new venture of an existing organisation. So long individuals and organisations are honest about appraising what they are good at and what they are not, dealing with the challenges of the business environment should not be a problem.

3. *We already have significant knowledge about how to deal with change. However, we will never have enough of it.* During the past fifty years, so much has been written, discussed and practiced in the name of change management, including application of exotic mathematical models[2] that it is very difficult to

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[2] For example, a new book on strategy implementation in a dynamic environment talks about application of *multi armed bandit algorithm* - "The self-tuning Organisation" Mint , 27th May 2015

imagine that there is anything new that can be added to the smorgasbord. Going by the number of books, journals, seminars, and courses devoted to this domain, it is likely that today the real insights, if any are getting lost in this cacophony of opinions and ideas. Does it mean practitioners are not dealing with the changing business context and all our knowledge of dealing with change are of no practical utility? Of course not. Hundred years of management knowledge have taught us the basics such as

- People resist change because they assume that change will impact them adversely
- It is good to have change that is bottom up. However, since the idea of change usually comes from the top, one needs to create a felt-need for change in order to make it sustainable. This is the leadership dimension of change, where leaders conceptualise and drive the change, yet make it seem like one that is in consonance with the desire of majority of their employees
- Since change is about moving away from the status quo, it will involve some amount of learning, i.e., different response to the same stimuli. Therefore employees need to be motivated to be in a learning mode and realize some personal enrichment in the process

Thus, it is no wonder that leadership and learning are so intimately associated with the challenges of dealing with a changing business context, or management of change in general. However, beyond the above, which have almost become management platitudes, there are very little insights to count on. In simple terms, while one is aware of *what* to do, there is not much to say about *how* to do it. Knowing the basics, organisations possibly muddle through during the implementation process. Knowing that organisations need to grapple with changing business contexts, leaders and managers try to recruit people who seem to possess the *right* attitude and aptitude, though one is not sure how one can predict someone's propensity to deal with change apart from dealing with some weak proxies such as past performance. Then, assuming that the right set of employees have been recruited, organisations provide them with incentives so that they give their best in dealing with the change that the organisation wants to bring about or deal with. It is already known that incentives can be of various types – such as financial and social. For some, the financial incentives work, for others it is the social incentives. However, it is difficult to predict what will work for whom, neither are these time invariant for a particular person. Therefore, it is best left to the immediate manager and local leadership to judge what is most suitable.

In the process, are we doing anything fundamentally new? Probably not. We still try to recruit the best people that we can, provide them with tools and technologies that we can afford and hope to establish a relationship with them such that there is significant overlap between the individual's objective and the organisational objectives. Beyond that there is no silver bullet to create organisational readiness for change – at that level, the problem becomes intractable. This is because we are dealing with human intensions – employees need to *want* to change even if they have the ability to deal with changing business environment and *intentionality* is not subject to any cause-effect relationship. This is the key difference between matter and mind. When we deal with matter, we can apply laws of science. If we drop a ball from some height away from the earth's surface, it is going to be pulled towards the centre of the earth because the ball does not have a mind. Every airplane, suitably designed will follow Bernoulli's principle and take to flight at a certain speed. However, human beings have a mind and thus they are not subject to laws of nature. It is intention that is the critical driver of action, which implies that two human beings who might look same from the outside can behave in a diametrically opposite manner even if it is possible to hold all other factors constant! No wonder that Henry Ford is alleged to have said in exasperation that "the biggest problem that I have is the hands and minds that I need come attached with a brain!" How he wished that the employees working in his factory shop floor were also subject to the same engineering principles that enabled him to give us the blueprint of industrial production.

4. *It is dealing with uncertainty that is the bigger challenge, rather than dealing with change.* At the risk of over-simplification, one can think of two broad dimensions of change at an organisation level – the strategic (hypothesis 2) and the social (hypothesis 3). There is already enough scholarly and practitioner oriented literature available on both these dimensions and it is not my intention either to provide a comprehensive review or criticism of them here. Possibly the most reasonable approach to deal with change – whether one is the initiator or whether one is at the receiving end of change – is to analyse the drivers of change and understand how they are impacting the value creation process. It is not practical to expect everyone in the organisation to perceive the need for change or be eager to bring about the necessary behavioural change. Therefore, leaders typically work with a select group who are excited about the change (the right tail of the bell curve), use them as evangelist to motivate those sitting on the fence (middle of the bell curve) and keep an eye on those that are the naysayers (the left tail) so that they do not sabotage the process. In the domain of management education, technology is bringing about changes in the classroom. Today, smart digital devices are becoming pervasive in the classroom. The pen and paper are disappearing and more and more students are frowning upon course materials that are delivered as traditional hard-copies. Yet, not all faculty members are convinced that digital devices should be allowed in classes, expressing concerns that such devises will contribute to already wavering student attention and thus will be damaging for in-class learning. Can one really resist the march of technology pervading multiple dimensions of in-class learning? I guess not. Thus, it is a question of managing the change process – by working with the lead-users of change, showcasing the best practices and gradual reorientation of social incentives to nudge the fence sitters. To reinforce what I have said before, this is not a novel process. The context has changed, but we know what to do. The real challenge is *how* to do it and there is no easy or generic answer to dealing with the specifics. An institute that has a Director who is pro-technology will have lesser challenge in bringing about this change than the one that has a technologically challenged Director. However, what might be of greater concern is what is going to be the long term effect of

such technology on teaching. Will Massive Online Open Courses render a significant part of classroom based learning obsolete? What are likely to be the blended models, where classroom learning can be complemented by technology mediated content? Can one really bring about peer and experiential learning, essential components of management education, through technology mediated courses? It is safe to say "no way", but the truth is nobody knows! This is what we call uncertainty, something that we know is going to happen, but we are unsure in what form, in what way and with what intensity. Preparing organisations to deal with uncertainty is the biggest challenge because unfortunately, our knowledge of how to deal with uncertainty is very limited. While awareness might be the first step to preparedness, one is not sure whether that is going to be enough. In early seventies, Shell resorted to a technique called *scenario analysis* in order to deal with uncertainties in the global economic environment. Today, *scenario analysis* is being applied to deal with uncertainties in fields as diverse as finance, geopolitics and climate science.

Dealing with change is business as usual. One needs to continue to do the basics well and not get overwhelmed by such perceptions that change is unique of our times. However, the business world is becoming more and more uncertain and its time we collectively explore how to grapple with it.

SPIRITUAL LEADERSHIP: A NEW INSIGHT FOR THE CORPORATE WORLD

Dr. USHA DEVI N

Abstract:

Research on the impact of leadership styles on employee job satisfaction is abundant. But, there is little attention given to the research on the impact of spiritual leadership on quality of work life of the employees or organisational performance. This study attempts to provide a framework on the relationship between spiritual leadership, quality of work life and organisational performance in a multidimensional approach and hopeful to fill the knowledge gap and enrich the body of knowledge in the spiritual leadership theory.

Key words: *Spiritual Based Leadership (SBL), Quality of Work Life (QWL), & Organisational Performance (OP)*

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THEORETICAL BACKGROUND:

Sustainable business growth is an essential indicator for progress. If it is achieved without social justice, there will be no equitable distribution of prosperity among the stake holders. What is the use of gaining everything and losing the human values?

We live in a culture with declining morals and commitment. For instance, work place bullying, jealousy, anger, sexual harassment, and stealing etc; has filled the lives of the people in the organisation with confusions, conflicts, pains and difficulties. The current generation struggles greatly and the next generations are disenchanted. *(Zellers, K. L., & Perrewe, P. L. 2003)*. It is a known fact that knowledge is the power, but greater power is the power of love and much greater power is ethics. The indecent and egoistic projection of power, position, fame and wealth could be the body manifestation of muscle power, whose superstructures do not sustain without the foundations of the human values. *(Turner, J. 1999)*. When there is an erosion of moral values in the corporate world and lack of harmony in any working process, spiritual education is likely to be very helpful, as it provides real solutions to some of the most difficult problems and ultimately facilitates corporate world to gain sustainable business growth.

Severe competition compels managers to adopt leadership strategies that can meet the needs of the individual and organisational objectives. But, traditional leadership approaches, which are associated with centralised organisational systems, cannot balance the numerous needs of modern day organisation. Therefore, it has become cry of the hour to adopt spiritual leadership by the managers to function effectively in the complex nature of present day work environment. (Fry, 2003).

The initial question that generally arises is that whether spirituality is required and can it be practised in a work place. The studies presented in this paper clearly indicate that there is a need for spiritual attitude in a leader. Therefore, an effort is made by the author to present various studies on spiritual leadership and its importance for the growth of an organisation as well as for the growth of individuals in it.

Leadership style is influenced by various factors such as attitude, knowledge and skills, organisational values, and reliability of employees in different situations. However, no one leadership style is ideal for every situation, since a leader may have knowledge and skills to act effectively in one situation but may not emerge as effective leader in a different situation. To be effective, leaders must behave differently in different situations (Fry, 2003). Most of the leadership theories: path-goal, charismatic, and transformational theories of leadership, focused in varying degrees on one or more aspects of physical, mental, or emotional elements of human interaction in organisations and neglected the spiritual component. In most of the leadership research studies, spiritual qualities are commonly overlooked in relation to leadership positions (*Jackson; Kevin T, 2012*). Nourishing the spirit at work requires leaders to consider and respond to yet another dimension of human life beyond those commonly identified with leader-follower relationship. This response led to the emergence of spiritual leadership. *(Biberman, J., and Whitty, M 2013).*

Spiritual leadership is a treasure house of scientific knowledge aimed at establishing peace and harmony in the organisation. It develops scientific temperament and finds solutions to the problems confronting mankind. The problems may be encountered within the individual, in the organisation or in the society. It removes blind beliefs. It advocates that nothing should be accepted without thorough enquiry (*Fairholm, 1996*). Spiritual leaders are visionary leaders and these leaders will be a missionary, extremely practical, intensively dynamic and capable of translating dreams into reality. (*Fry & e.tal, 2003*)

NEED FOR THE RESEARCH STUDY

Research on the impact of leadership styles on employee job satisfaction is abundant. But, there is little attention given to the research on the impact of spiritual leadership on quality of work life of the employees or organisational performance. This study attempts to provide a framework on the relationship between spiritual leadership, quality of work life and organisational performance in a multidimensional approach and hopeful to fill the knowledge gap and enrich the body of knowledge in the spiritual leadership theory.

LITERATURE REVIEW

Seventy nine articles on spiritual leadership were identified with the help of refviz software. But only forty articles were selected for the study through reference analysis. The first paper on spiritual leadership was published in 1994. Between: 1994-2004, 1-3 articles were published every year. From 2004, number publications increased from 1-3 to 5-6 per annum. This clearly indicates that there is lot of scope for further research.

The overview of the related literature is enunciated under the following headings:

1. Concept and Components of Spiritual Leadership
2. Concept and Components of Quality Of Work Life
3. Components of Organisational Performance
4. Relationship Between Spiritual Leadership and Quality of Work Life
5. Relationship Between Spiritual Leadership and Organisational Performance

1. Concept and Components of Spiritual Leadership

- There are more than seventy definitions of spiritual leadership, and still, there is no widely accepted definition of spirituality leadership. Spiritual leadership guides people to attain self realisation and this kind of realisation is a lifelong process of growth that transforms ordinary man into extra ordinary. *(Burack, E, 1999,* Wong, P. T. P.2003, *Howard, S. 2002,* Kennedy, H. K. 2001*)*. For example, in *Bhagavad Gita*, Sri Krishna tells Arjuna of the purpose of battle is not for his own benefit, not for satisfying his own greed and desire, but for the good of many. It is these inspiring words, which changed Arjuna's mind from a state of inertia to a state of self-confidence and fight against evils and ultimately achieved the victory of "dharma". *(Badrinarayanan, Vishag., Madhavaram, Sreedhar, 2008).*
- Spiritual leaders will have qualities of the human spirit. For instance, Aditya V.Birla, Bill Gates, JRD Tata, Azim Premji, Narayana Murthy had positive qualities such as love and compassion, patience, tolerance, forgiveness, contentment, a sense of responsibility, Vision and purpose, a sense of wholeness and harmony-which brings happiness to both self and others. This positive energy helped them to carve out the goal, provide direction, and create a road map to move forward. (Brown, R. B.2003, *Turner, J. 1999, Ngambi HC, 2000, Badrinarayanan, Vishag., Madhavaram, Sreedhar, 2008).*
- A spiritual workplace is an employee-friendly work environment that recognises, supports, and develops the spirit of its employees. Under such work environment, people would be willing to go to any extent to make sacrifice for the achievement of the great purpose. (*Giacalone, R. A., and C. L. Jurkiewicz: 2003,* Barnett, C. K., Krell, T. C., & Sendry, J. 2000*)*. The most exciting example is of the Dandi march launched by Gandhi, where thousands of people willingly sacrificed their lives for the cause of freedom. World over, the noble purpose has galvanised people to do extraordinary things. *(Pritam Singh, 2005).*
- Self-knowledge, self- acceptance and self esteem are the common characteristics found in the spiritual leader. These characteristics provide him courage to surround himself with the best people, strength to face reality and do what is required for the benefit of the society. It also gives confidence to build and groom other leaders within the organisation. For instance, the chief of Pepsi, Roger Enrico spends 100 days in a year in developing leaders, rather than neurotically holding on to his position like many others. *(Cavanagh, G.1999, Konz, G., and Ryan, F.1999 Brown, R. B. 2003).*

- Jesus Christ, Swami Vivekananda and Buddha are the great visionaries. They visualised in bringing peace and harmony to the entire world through universal love and compassion. These leaders cannot be captured in traditional framework. They cannot be captured at all, as they are universal and all encompassing. But still, they allow themselves to be captured with the bondage of pure love. That is why; they came down, perhaps to the levels of people and situations. They are like a mighty river, from which everybody can draw, may be rich or poor, idiot or scholar, beautiful or ugly, male or female and anybody. Their spirit can solve all and so called modern complex human problems, may be that of individual, family, office, factory government etc. (*Brown, R. B. 2003, Turner, J. 1999, Ngambi HC, 2000 Badrinarayanan, Vishag., Madhavaram, Sreedhar, 2008).*
- The spiritual leader functions through the power of his total self management. This does not mean that he does not have internal conflicts. Like any other human being, he certainly would pass through such phases. But the distinctive characteristic that makes him unique leader is his ability in managing his inner and outer life equally. *(Cavanagh, G.1999 Dehler, G., and Welsh, M. (1994), Dent, E. B., Higgins, M. E., Wharff, D. M. 2005).* Spiritual leaders lead not only through knowledge and skill but through courage, responsibility, and integrity. But even today we have under-estimated or under-valued the relative importance of the character dimension of spiritual leadership. *(Reave, L 2014)*

Based on the above review of literature, it can be generalised that the components of spiritual leadership include vision, altruistic love, faith, meaning, membership and commitment.

2 Concept and Components of Quality of Work Life

- Quality of Work Life is not a unitary concept, but it is a multidimensional thought, which includes not only work-based factors such as Working conditions, Job security, Financial and non financial incentives, Superior – subordinate relationships, Employee participation and involvement, Career advancement opportunities, Working hours, Protection of employee rights etc., but also includes the factors that reflects well being and life satisfaction of the employees *(Danna, K. and Griffin, R.W, 1999).* In other words, QWL is nothing but the development of organisational programs that support the welfare of employees. They cover everything from security and safety to participation and meaningful work. Therefore, there is evidence to say that QWL not only affect job satisfaction of the employees but will also have impact on satisfaction in other life domains such as family life, leisure life, social life, financial life and so on.
- This employee friendly concept was first introduced in 1972 by Louis Davis, in an attempt to establish that performance is linked to involvement and satisfaction of employees at workplaces. Later on it has been increasingly applied in many employment theories and practices *(Ngambi HC, 2000).* Today, Quality of Work Life has received more attention due to its potential impact on work performance of the employees and organisational success. Even research studies convey that high Quality of work life (QWL) is essential for organisations to attract and retain employees and achieve sustainable growth.
- Although there is no formal definition of quality of work life (QWL), industrial psychologists and management scholars define quality of work life as

the workplace strategies, operations and environment that promote and maintain employee satisfaction with an aim to improve working conditions for employees and organisational effectiveness for employers. *(Nasl Saraji G and H Dargah 2006).*

- QWL programs followed in public and private sector companies has improved, after implementing TQM and such programs found to be highly significant. But the areas like flexible working hours, flexible organisational structure, health, safety and environmental issues and holding family days to motivate employees has to be improved to make the work environment more favourable to the well being and growth of all employees. *(Ngambi HC, 2000).*
- Both the employer and employee should not harm each other either physically or psychologically instead develop love and compassion. Both employer and employee should develop the policy of give and take for the growth of organisation, as sharing, caring develops trust. No one should take the property/wealth that does not belong to them. It means take only what is rightfully belong to them. We should not tell lies, as truthful life develops team spirit. No one should indulge in sexual misconduct i.e. both men and women should respect each other and lead a healthy life, instead of trespassing and disturbing the peace of one another. Here morality develops healthy atmosphere and is essential for peaceful existence. We should not take intoxicants. Keeping the consciousness clean without intoxication certainly keeps good mental health, develops concentration on work. *(Zinnbauer, B. J., Pargament, K. I., & Scott, A. B. 1999).*

The various dimensions of Quality of work are Work Life Balance, Health & well being, Job satisfaction, Management Support, Co-worker support.

3. Components of Organisational Performance

- Organisational performance refers to ability of an enterprise to achieve such objectives as high profit, quality product, large market share, good financial results, and survival at pre-determined time using relevant strategy for action *(Garcia-Zamor, J. 2003)*
- Spiritual leader organisations have higher levels of employee commitment, productivity, and customer satisfaction. These spiritual needs are intangible concepts that stimulate their actions for better organisational outcomes. *(Dehler, G., and Welsh, M. 1994).*
- Employees under spiritual leadership perform 20% better than others and are 87% less likely to leave the organisation, which indicates that spiritual leadership will have positive impact on organisational performance. *(Tischler, L. 1999)*
- One of the greatest challenges facing leaders today is the need to develop new business models that accentuate leadership, employee well-being, and sustainability without sacrificing profitability, revenue growth, and other indicators of financial performance. This article seeks to address top managers need to simultaneously maximise the so-called triple bottom line, or "People, Planet, Profit." In doing so, spiritual leadership balanced scorecard business model should be used to optimise employee well-being, social responsibility, organisational commitment, and financial performance. *(Zellers, K. L., & Perrewe, P. L. (2003)*
- CEOs of Southwest Airlines, Goldman Sachs, Hewlett-Packard, Procter & Gamble, Google, General Electric Co, Medtronic, a hi-tech corporation strongly believe that, 'We need to serve the customers well, provide products

and services of unsurpassed quality, and empower the employees to satisfy their needs and the company's mission, and provide an outstanding return to the shareholders. Research study conveys that the Repeat business levels in these companies increased by 98%, new business level enhanced by 50%, operating profit improved by 19.2%, Customer satisfaction level increased by 12% and Job satisfaction level enhanced by 59%. 72% of the employees commented that spirituality into the workplace is essential to organisational health and productivity. *(Dushon D. & Plowman, D. A. 2010).*

Organisational performance includes new business, repeat business, return on investment, profit after tax, customer satisfaction and employee turnover.

4. Spiritual Leadership and Quality of Work Life

- A study revealed that self management with organisational vision is significantly related with quality of work life. (*Von de Looi j F, Bender j 1995,* Wong, P. T. P.2003)
- In a study on a sample of 235 middle and senior level organisational members in the Nigerian manufacturing industry, found that positive relationship exists between organisational commitment and job satisfaction. (*Ashar, H., and Lane-Maher, M. 2004, Zinnbauer, B. J., Pargament, K. I., & Scott, A. B. 1999).*
- Research was conducted to empirically demonstrate the relationships between personal meanings/calling and organisational commitment in the context of spiritual leadership. The results showed significant positive correlations between personal meaning/calling and organisational commitments. (*Ashmos, D. P., and Duchon, D.2000, Wagner-Marsh, F., and Conley, J.1999)*
- Investigation of the employee satisfaction in terms of organisational culture and spiritual leadership in a metal working industry in Turkey indicates that employee satisfaction has positive significant correlation with organisational culture and spiritual leadership. *(May, B.E., Lau, R.S.M., and Johnson, S.K.1999, Pritam Singh 2005, Ngambi HC, 2000).*

Hence, the hypotheses forwarded based on the above are as follows: ***H1: There is a positive relationship between spiritual leadership and quality of work life.***

5. Spiritual Leadership and Organisational Performance

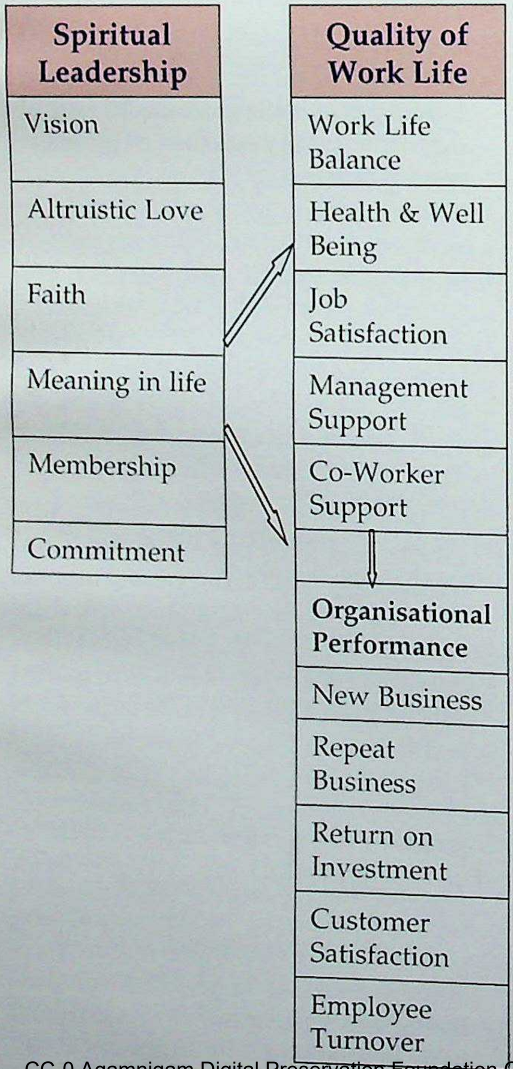
- The field of performance excellence has emphasised the need to go beyond reporting financial metrics to include non-financial predictors of financial performance such as customer satisfaction, organisational outputs such as quality and delivery, process or internal operating measures, and employee commitment and growth. There are a number of different styles of leadership but, spiritual leadership style play an important role in effecting the managers and hence the organisations. *Biberman, J., and Whitty, M. (1997), Jackson; Kevin T. (1999).*
- There is a link between Spiritual leadership and firm performance. This clearly implies that spiritual culture within the organisation, constant dialogue between leader and followers on organisational goals and means to achieve them are crucial to organisational effectiveness. *(Burack, E. 1999, Khanna, H., and Srinivas, E. 2000).*
- The author recommends that firms especially those in the service industry which want to be more competitive should consider to practice spiritual leadership style since it is associated with high financial performance and

sustainability. *(Dehler, G., and Welsh, M. 1994).*

Hence, the hypotheses forwarded based on the above are as follows: ***H2: There is a positive relationship between spiritual leadership & Organisational performance.***

CONCEPTUAL FRAMEWORK OF THE STUDY:

A conceptual framework is diagrammatically represented to explain the relationship between the components of spiritual leadership, quality of work life and organisational performance for easy and comprehensive understanding.


Spiritual Leadership
Vision
Altruistic Love
Faith
Meaning in life
Membership
Commitment
Quality of Work Life
Work Life Balance
Health & Well Being
Job Satisfaction
Management Support
Co-Worker Support
Organisational Performance
New Business
Repeat Business
Return on Investment
Customer Satisfaction
Employee Turnover

Keeping the objectives of the study in view, Spiritual leadership is considered as independent variable. On the other hand, Quality of work life and organisational performance are considered as the dependent variables.

Spiritual leadership consists of components such as vision, altruistic love, faith, meaning, membership and commitment. The various dimensions of Quality of work are Work Life Balance, Health & well being, Job satisfaction, Management Support and Co-worker support. Organisational performance has components such as new business, repeat business, return on investment, profit after tax, customer satisfaction and employee turnover etc. These components are those, which have been repeatedly stated by researchers and selected after seeking expert judgments.

OPERATIONAL DEFINITIONS

Vision – describes the organisation's journey and why we are taking it; defines who we are and what we do. The following statements are included to study the vision aspect of spiritual leadership.

1. I understand and am committed to my organisation's vision.
2. My workgroup has a vision statement that brings out the best in me.
3. My organisation's vision inspires my best performance.
4. My organisation's vision is clear and compelling to me.

Altruistic Love – defines a sense of wholeness, harmony, and well-being produced through care, concern, and appreciation for both self and others. The following statements are included to study the Altruistic Love aspect of spiritual leadership.

1. My organisation really cares about its people.

2. The leaders in my organisation "walk the talk" as well as "talk the walk".
3. My organisation is trustworthy and loyal to its employees.
4. My organisation does not punish honest mistakes.

Faith – narrates the assurance of things hoped for, the conviction that the organisation's vision/ Purpose/ mission will be fulfilled. The following statements are included to study the Faith aspect of spiritual leadership.

1. I have faith in my organisation and I am willing to "do whatever it takes" to insure that it accomplishes its mission.
2. I persevere and exert extra effort to help my organisation succeed because I have faith in what it stands for.
3. I always do my best in my work because I have faith in my organisation and its leaders.
4. I set challenging goals for my work because I have faith in my organisation and want us to succeed.

Meaning – portrays a sense that one's life has meaning and makes a difference. The following statements are included to study the Meaning/Calling aspect of spiritual leadership.

1. The work I do is very important to me.
2. My job activities are personally meaningful to me.
3. The work I do is meaningful to me.
4. The work I do makes a difference in people's lives.

Membership – explains a sense that one is understood and appreciated. The following statements are included to study the Membership aspect of spiritual leadership.

1. I feel my organisation understands my concerns.
2. I feel my organisation appreciates me, and my work.
3. I feel I am valued as a person in my job.
4. I feel my organisation demonstrates respect for me and my work.

Commitment – depicts the degree of loyalty or attachment to the organisation. The following statements are included to study the Organisational Commitment aspect of spiritual leadership.

1. I do not feel like "part of the family" in my organisation.
2. I would be very happy to spend the rest of my career with this organisation.
3. I talk up this organisation to my friends as a great place to work for.
4. I really feel as if my organisation's problems are my own.

Quality of work life – Several studies have revealed different components constituting QWL. For the present study Work Life Balance, Health & well being, Job satisfaction, Management Support and Co-worker support have been selected for measuring QWL. The following statements are included to study Quality of work life of the employees:

1. I often think about my work at home or leisure time
2. My main satisfaction in life comes from my work
3. I receive enough help and support to do the job
4. I am satisfied with my salary

Organisational performance – defines efficiency in producing results, benefits, or profits. The following statements are included to study Organisational performance.

1. Everyone is busy in my department; there is little idle time.

2. In my department, work quality is a high priority for all workers.
3. In my department, everyone gives his/her best efforts.
4. My work group is very efficient in getting maximum output from the resources (money, people, equipment, etc.)

IMPLICATIONS OF THE STUDY:

Every employee in spiritual leadership organisations will be aware of their own profit & loss account, whereby they understand, (1) how much they receive from the organisation and (2) how much they give to the organisation and (3) how much costs are involved on account of them per minute or per hour or per man day. Further, employees will also be aware of their own balance sheet, as to what extent they are (1) an asset to organisation, or (2) a liability to the organisation and whether in the ultimate analysis, they represent capital to the organisation or accumulated losses to the organisation.

The framework presented in the study suggests that Spiritual leadership dimensions are important aspects of building quality of work life of the employees and achieving sustainable gain in the organisational performance. A number of thinkers and researchers have engaged themselves in exploring the spiritual leadership and have made significant contribution to the existing literature on spiritual leadership.

But, the limitation in the research is that it has not explored the various elements that make up spiritual leadership and specific approaches that can be used in motivating, developing and empowering the people within the organisation.

Therefore, it has become need of the hour to conduct empirical study on spiritual leadership and its short term and long term impact on quality of work life and organisational performance. In addition, further research can be conducted to measure the moderating effects of socio-cultural variables, workplace diversity and organisational structures on the relationship between spiritual leadership model and organisational effectiveness. Thus, contribute meaningfully to the body of growing literature and knowledge in this area of study.

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FOR DAVID TO BECOME A GIANT DAVID AND NOT A GOLIATH – JOURNEY OF 7P'S

Dr. D PRASANTH NAIR

Abstract

What are challenges when a small company becomes big and need to sustain the success in order to be a great company? As a start-up scales up, it needs to add complexity for smooth operation. At the same time, this complexity in the form of systems/processes can easily hinder the nimbleness of the start-up, resulting in sub-optimal performance for the organisation both in terms of results and innovation. A promoter[1] *who would have started with a small organisation is needed to manage a set of diverse leaders from different cultures – thus, creating a need for the promoter to change perspective and lead people.*

This paper discusses the organisation and people related challenges faced by start-ups as they grow. It evolves a model **7P**[2] *which can drive sustainable performance with special emphasis on the role of People Management and Leadership; thus enabling a 'David' to become a 'Giant David' and not grow into a 'Goliath' that another David can beat.*

This article will be useful for leaders in start-ups and those start-ups which are growing or aspire to grow. This will also be useful for leaders in large companies which want to imbibe some of the traits which have made the start-ups successful. And it will be useful for my HR colleagues in these firms.

About the Author

Dr. D. Prasanth Nair, holds a Bachelor's Degree in Mechanical Engineering from Calicut University and doctorate from the Indian Institute of Management, Ahmedabad. Dr. Nair has worked in companies like GEC Alsthom, RPG Group and Wockhardt. He headed the Human Resources function and Insurance distribution business for Thomas Cook India. He also headed Global HR for Cipla. Currently, he is the Managing Partner and Country Head of Inhelm Leadership Solutions–a HR firm specialising in Executive search, Consulting and Training. He is also a Co-founder of an e-commerce firm. Dr. Nair can be contacted over email at dprasnair@rediffmail.com. His twitter handle is @DPrasanthNair.

Context:

We are witnessing an e-commerce start-up boom time. Driven by increasing penetration of internet, sharp rise in smart phone users, rise of aspirational middle class, experts are predicting the sector to touch $18-20 billion worth of business in 2015 and reaching upto $50-70 billion by 2020. Taking another useful parameter which is the fund generated in this sector, there is 300% growth in Q1 2015 as compared to Q1 2014 (In less than four months this year, VC investments have touched almost half the figure for the whole of 2014 - $4.78 billion), giving us an indication that the projections have the potential to come true.

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[1] Promoter is the word used for founder, leader, person who has started the organisation.

[2] Model not to be copied, reproduced in any form without permission.

At the same time, if we go with global trends, early signs of which are seen in India, just about 30% of companies reach revenue of $100 m in revenue and only 3% reach $1 billion. The rate of dropout or failure can be seen at different stages – amongst lot of firms which start off well, only some survive the bootstrap stage and reach the next stage. Among those who reach that stage, there are very few like AirBnb, Snapdeal, Flipkart which is able to scale up and become big. And then amongst them there are even fewer which go onto to become a global benchmark companies like Apple or Google.

The next section examines the challenges organisation faces as the start-ups start growing.

Challenges:

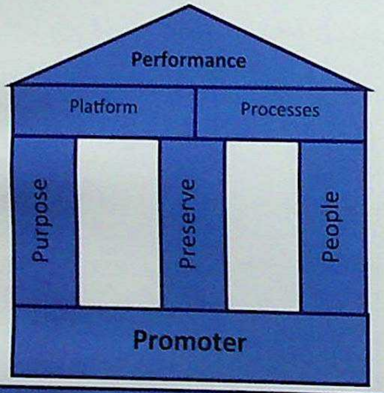
What are the reasons which result in the not so high percentage of success? There are lot of management studies which have identified the challenges of growth. In the context of e-commerce start up, these challenges could be classified in four main areas:

1. **Continuous increased value-add to customers:** This refers to continuously creating and staying ahead of the curve as far as products / markets are concerned and creating an unique value proposition to customers. The challenge takes a different dimension because of the rapid advances in technology and possibility of a competitor emerging from any part of the world.
2. **Leadership and People Challenges:** The leadership required and the mind-set of the promoter which was an enabler and created the organisation can become a hindrance to growth if not transitioned into appropriate leadership behaviour. The style exhibited when the organization was a 2/4/10 member team would need to be changed when the organisation becomes a 100 member team which again need to change when the organisation becomes a global giant with thousands of people. The other challenge is getting the right people at the right time, and further creating an eco-system which will nurture talent.
3. **Processes and Systems**: To manage growth, organisations create systems and processes, in a way adding complexity. But these systems can turn bureaucratic and slowdown decision making and / or innovation. Organisations which fail to manage this complexity fail to scale up. Leaders end up spending time managing these systems rather than with customers or in the action front.
4. **Achieve what? :** This refers to chasing too many goals without focus on what they actually want. As organisation grows, stakeholders also multiply. Many measures – traditional in nature, are monitored, and reward systems tied up with these measures; little realising that many of them might be incentivising not the right goals. Typically funding comes with the objective of growth – and so many a time, investors and founders get caught in the debate of top line, bottom line or middle line. Likewise, issues like diversification, adding product lines, spread in other markets, to name a few – sees sub optimal decision making process in the absence of clarity of objectives and long term aim.

In order to manage these challenges towards objective of growth, it is recommended that a holistic approach is taken which enables transition to various stages without losing the core principles of the start-up, thus ensuring the continuity of passion in the set up. Also, there needs to be lot of focus on people management in a start-up with aspirations to become a giant. The next section details the approach.

Way forward

Derived from personal involvement in some start-ups and also after study of secondary material, a model is presented which can enable a start-up (David) to transcend the challenges, scale up to different levels to finally emerge a Giant David and avoid becoming a Goliath. Termed **'7P'** and represented below, the model captures the key building blocks in this journey, highlighting the importance of People and culture.



7P Model for Scale up – evolved by Prasanth Nair 2015

The seven P's:

1. **Promoter**: Probably the most important P – P stands for promoter or the person(s) who started the firm. This could be a single promoter, a group of promoters or someone who is leading the organisation on behalf of the original promoter. As the firm goes through different stages, the promoter(s) need to change the perspective and mind-set required in running the organisation and the way to deal with different stake holders including employees. As the scale increases, the promoter would get farther away from daily transactions and for this to happen seamlessly, he/she would need to delegate creating the right eco-system which will ensure accountability. Given that challenges at every level would be different, the promoter(s) would need to constantly upgrade themselves and help create a culture in the organisation towards the larger purpose. It has been seen that a coach or mentor can help the promoter discover self which will be useful in this journey. The important dimensions are:
   a. What got the start-up success will not get it to become a giant unless leadership mind-set changes.
   b. Promoters need to take a call and define their degree of involvement.
   c. Move from control to delegate with accountability.
   d. Lead and inspire people.
2. **Purpose:** Defining what the organisation stands for and what it wants to achieve will help organisation navigate as it will align the different stakeholders who at times, have different priorities. As a start-up grows, it is presented at many a point with multiple options. Taking a strategic or operational decision is facilitated by the clarity in purpose. The important dimensions are:
   a. People look forward to working for a cause. Organisations need to provide the same.
   b. If we are clear where we want to reach, it is easier to navigate the path.
3. **Preserve**: While it is important for the organisation and leadership to change as it scales, it is equally important

to decide what those unique traits are which the organisation wants to preserve. For example, in Alibaba the trait preserved is service and helping small traders, in Google it is innovation among others. This helps in creating identity of the organisation and something that every employee should imbibe and practice. The important dimension is

a. Do not cut /paste – retain the core element.

b. Do not lose the fun and risk taking ability of small organisation.

4. **People**: Getting the right people at the right time is critical for growing and moving up the stages. One of the challenges faced is when a group of employees who have helped set up/ grow the firm is unable to scale up for the next stage of growth. Leaders would have to take the right decision on this – persisting with them without any developmental inputs can be fatal. The right questions to be asked are:

   a. Are they 'trainable'? If so the transition time? If yes and reasonable time – organisation should invest in them and help them.

   b. If not, what are the options? Dealing with them fairly is important not only for those directly affected but the larger organisation.

   As a start-up managing the employee experience or life cycle demands may not have been a challenge, but as organisation scales up, people processes need to be built in a way so as to facilitate effective transactions and at the same time, enhance engagement with organisation. Organisation need to put in place 'Communication' mechanisms to ensure consistent messaging of important developments and also to bring the organisation closer. Remember that for a happy customer, one need to have a happy employee. The important dimensions are:

   a. As an organisation grows, the ultimate core USP will be people.

   b. Recruit and retain the core talent.

   c. Create a learning organisation.

   d. Create alignment in senior team

   e. Deal with people who have been with organisation but not suitable going forward fairly.

5. **Platform**: For the organisation to scale up, creating and sustaining the right platform in terms of business model and organisation structure to support the business model are important. The organisation structure needs to be dynamic and flexible to adjust itself to the growth requirements. This will also help in defining the roles and responsibilities. The platform created should help organisation with decisions on avenues of growth and innovation. The important dimensions are:

   a. Bring in clarity in roles.

   b. Create small organisations within the big to keep innovation alive.

6. **Processes**: Closely linked to creating the platform is to put in place processes and Systems including the Governance mechanism. This could range from operational items like Leave policy to something very strategic in nature of say, decision on an acquisition. The objective of Processes/Policies is to ensure 'adhocism' is avoided and there is consistency across the organisation. Processes also act to mitigate risks in the organisation and business transactions. The important dimensions are:

   a. The best practices may not be appropriate for a particular case.

b. Create policies and systems with the aim of creating guidelines but do not get stuck in that.

c. Create policies and systems for tomorrow's organisation.

7. **Performance**: As a start-up scales up, it is important that milestones and performance targets be fixed. This is because unlike a traditional firm where usually the measures are top line and bottom line, the milestones for a start-up could be different at various stages like burn rate, GMV (gross merchandize value), ad hits, funding available, run rate, operational profit among others. Having a target and variance management could give useful indications on how the business is doing. Apart from tracking organisational performance it could also be linked to individual performance so as to ensure better alignment between individual goals and organisational goals. The important dimension is:

   a. Perform. Nothing can beat performance.

   b. Be brutal in performance but humane with employees.

An organisation in its journey from David to giant David need to work on all of the 7P's – as shown in the diagram, the promoter mind-set and evolution of Leadership traits forms the basis of all growth. Post that, defining the Purpose, Preserving the key aspects and getting the Right People form the pillars. Subsequent to that, platform and processes need to be put in place to enable the same. If all the key factors are done well and aligned, it leads to Performance. It is possible that in some contexts, there is more intensity required in some of the P's as compared to others.

Conclusion:

In spite of the boom in start-ups driven by the larger economic trends, many of the start-ups do not scale up fast and right to become giants and global benchmark companies. The challenge in scaling up is both due to market (external) factors and organisation or leadership (internal) factors. A model – 7P- is proposed here which brings in place a holistic approach to enabling a start-up to become a successful giant – a David becoming a Giant David and not a Goliath which can be beaten by another David.

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LEADING WITH IMPACT:
HOW FUNCTIONAL LEADERS FACE CHALLENGES, FOCUS DEVELOPMENT, AND BOOST PERFORMANCE

RICHARD J WALSH, STEPHANIE A TROVAS and BIRJENDU GUPTA

This article looks at the challenges and realities of being a functional leader and how these talented leaders can focus their development, lead change and boost performance.

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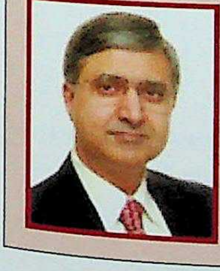


Birjendu Gupta is a Regional Director at the Center for Creative Leadership, Gurgaon, India office. He has over two and a half decades of experience in business and talent development working in various industries across the world. He is a certified coach and his core area of focus is working with high-potential leaders, assessing and developing them for transformational changes.

Mohan didn't fall into the role of vice president of operations by chance. Over many years, he's built his skills, gained extensive experience, and produced strong results. Taking the VP job was the next logical step, the result of personal ambition and a strong commitment to the organisation and its customers. He knows he's talented – but sometimes wonders how he can be more effective as the demands of the job increase.

Like Mohan, the men and women in different parts of the world, leading functions, divisions, or business units have knowledge, proven track records, impressive skills and high execution excellence. They are motivated to create value and committed.

Functional Leaders at a Glance

CCL works closely with many leaders who are running functions or divisions in large organisations. They carry titles such as vice president or senior director and have responsibilities for one or multiple functions such as Sales, Marketing, Finance, Operations, Engineering, Technology, Legal, and Human Resources. They run business units and geographic regions. Functional leaders typically manage more than 500 people, have budgets in excess of $500 M, and often, are on a short list to be COO or CEO.

Yet, these leaders deal with a challenging and changing work environment which enhances their self-awareness that they need to continuously improve but, at times, struggle with how to do it.

CEO's, too, are unsure if they are developing their functional leaders sufficiently. "I know our leadership team is good, but is good really good enough?" the CEO of a global consumer products organisation asked us. "How can we get ourselves and our organisation to that next level of performance?"

About the Study

Our work is based on a study by a team of senior faculty at the Center for Creative Leadership (CCL). Respondents were 989 functional leaders who participated in CCL's open enrollment program, Leading for Organisational Impact, or in a similar customised client engagement. We also analysed 360-degree assessment ratings from 14,851 of their bosses, peers, superiors, and direct reports. Finally, we interviewed 101 of these leaders to better understand their most pressing issues.

Here's what we found:

1. **Challenges are immense.**
2. **The bar for effective leadership is high.**
3. **Perceptions of effectiveness vary.**
4. **Leaders have room for improvement.**
5. **A more targeted approach is needed to lead with impact.**

We hope our work will help functional leaders take their leadership performance to the next level– and encourage others to do the same.

1. Challenges are immense.

The rewards tied to leading functions, divisions, or business units are many, yet the demands these leaders face are great. To better understand their realities, we analysed 2,410 organisational challenges identified by the functional leaders in our study.

Functional leaders describe their challenges with words such as:

> Global forces. Market pressures.
> Turbulent economy. Obsolescence.
> Irrelevance. Transformation.
> Accelerated growth. Game
> Changers. Rapid response.

As one division president noted, "These are the words that keep me sharp – and also keep me awake at night."

We sorted the challenges into four main categories, noting the degree to which their challenges are *internally* or *externally* focused and *individual* or *organisational* focused.

While we've organised these challenges into four main themes, most functional leaders are handling *multiple and conflicting inter-woven challenges*, often referred to as "intense" and "invigorating."

Market Forces. Tectonic changes in business cycles, balancing the act of short with long term objectives and maintaining the organisations' competitive edge has created enormous pressure for functional leaders. They are expected to understand global economic trends, it's relationships with their organisation's financial, operational and human capital needs. For some global leaders, this challenge may take the form of regulations and geo-political changes or uncertainties.

At the same time, these leaders must provide impeccable service to increasingly sophisticated and challenging customers. Leaders must influence intricate networks of suppliers, dealers, distributors, partners, and strategic alliances. Functional leaders are also responding to "wild card" scenarios: natural disasters, social change, acts of violence, and many other crises. A financial services CEO remarked:

> "It is in crisis that executives reveal their true leadership. When there is no check-list to follow or previous experience to rely on for guidance, leaders must seek out fresh advice and guidance to find new answers."

Organisational Agility. Leaders who introduce large-scale change and seek to align multiple functions or business units must be nimble to sense opportunities for broader organisational success, assess probable roadblocks to success, recognise their peers' areas of responsibilities and take decisions. They need to show a significant understanding of strategy, people, processes, systems, and new technologies.

Traditional hierarchical structures are giving way to more matrix or networked structures, requiring leaders to push for new thinking about internal boundaries, silos, power sources, and organisational culture. Functional leaders, who typically implement structural changes, now face the transition from being "in" the culture to "shaping" the culture.

As one leader shared, "organisational culture changes by department, region and market. As a result, I need to understand what is common across the entire organisation, and be sensitive and recognise what is different".

Connection and Relationships. Strong interpersonal dynamics continue to be a key success factor for these leaders.

Functional leaders are often influencing their stakeholders and mostly leading with or without authority or resources. At the same time, they must bridge cross-generational, geographic, and cultural differences to gain trust, develop teams, engage others, and drive accountability. Relational skills require leaders to understand, engage and address behaviours and emotions across a much wider range of people, cultures, and perspectives. Ironically, what used to be considered the "soft stuff" is now often called the "hard stuff" for functional leaders.

The need to connect and collaborate extends beyond individual relationships and single organisations to developing strong and strategic connections across groups, organisations, and communities. A vice president of international markets commented:

> "I'm fine when I have full accountability and our global team can make decisions and move forward. Whenever I need to step out and engage across other areas of the business, my world becomes exponentially more complex. It's like eating from a bowl of spaghetti, it quickly becomes messy."

Personal Renewal. Functional leaders are often straddled with personal and professional challenges that affects the way they work with others, make decisions, in negative and positive ways. Small children at home, working spouse, ageing parents and financial pressures are some of the intriguing situations they deal with.

Often exhausted and pulled in many directions, carving out "downtime" is difficult, and personal reserves are slim for these leaders. Making time for physical, mental, and emotional health may be valued, but "juggling" or "hanging in there" or "I'll get to that later" is often their response. At the same time, many leaders are looking for something "more." Most are asking deeper questions about their purpose and mission (Heermann).

One health care organisation's general counsel remarked:

> "When one of our young attorneys was diagnosed with a terminal illness, our team quickly recognised how valuable spending time was with colleagues, friends and family. I hope others can learn from our mistakes before a tragedy forces them to make changes in their work and personal lives."

2. The bar for effective leadership is high.

What leadership competencies are most important for success in a functional leadership role? How well do leaders perform in these critically important areas?

CCL developed a validated and reliable 360-degree assessment specifically for functional leaders to get concrete answers to these questions (Walsh, Trovas, Calarco, Leslie, Braddy). For individual leaders, this information helps focus their learning and development. As part of our study, we analysed the 360-degree data from nearly 1,000 leaders.

With the *Leading the Function 360*, leaders rate themselves in terms of effectiveness in thirteen (13) critical areas, or competencies. Bosses, peers, superiors, and direct reports also rate the effectiveness of the leader. Each rater chooses their seven "most important" competencies for the functional leader's success in the organisation from the list of thirteen competencies. We ranked these competencies from highest to lowest based on how frequently they were selected as most important.

The thirteen competencies measured by the *Leading the Function 360*, in order of overall importance are:

Rank	Leading the Function Competencies
1	Executive Communication
2	Execution and results
3	Influence
4	Strategic perspective
5	Working across boundaries
6	Engagement
7	Understanding the enterprise
8	Vision
9	Innovation
10	Executive Presence and Approachability
11	Self-awareness
12	Learning agility
13	Leading globally

We looked at how the different rater groups responded. There was high agreement among all raters that *executive communication, execution and results, influence, strategic perspective,* and *engagement* are in the top tier.

Working across boundaries was in the top tier for all groups as well although peers and bosses placed more importance on it than direct reports (who are themselves mid- to senior-level managers). For peers and bosses, *understanding the enterprise* was also in the top seven; for direct reports, *vision* held a top spot.

But functional leaders cannot ignore the lower-ranked competencies. Based on our experiences with these senior leaders, we see *all* of the 13 competencies are needed for success. One main reason is because they are interconnected. For example, self-awareness is critical to understanding how to improve your influence and executive communication. Second, the importance of a competency is dependent on the current role and the organisation. For example, *leading globally* was lowest on the list overall, perhaps because not all leaders had current global responsibilities. It was given higher importance in situations where leaders were in global roles and in global organisations.

3. Perceptions of effectiveness vary.

In our analysis of leadership effectiveness, the five highest-rated competencies were those in which leaders were considered more effective. The five lowest-rated competencies were those in which leaders were considered less effective.

- All rater groups assessed functional leaders as more effective in *executive communication* along with *execution and results*. Good news – the two most important competencies are strengths for these leaders as a group.
- All rater groups assessed *leading globally* and *innovation* as less effective. Although these two competencies were not considered in the top seven "most important," in select markets and in global organisations these two competencies are considered essential to the leader's (and organisation's) success.

That's where the broad agreement across rater groups ends.

Bosses perceived functional leaders as more effective in the areas direct reports ranked less effective, and vice versa, showing a clear split by level. Superiors tended to agree with bosses. Peer rankings were more variable.

Below are the main differences:

- Direct-reports assessed functional leaders as more effective in the areas of *influence, strategic perspective, working across boundaries, engagement*, and *understanding the enterprise*. Bosses rated functional leaders as less effective in these same areas.
- Bosses rated functional leaders as more effective in the areas of *executive communication, vision, self-awareness, learning agility, executive presence and approachability*, while direct reports assessed functional leaders as less effective in these same areas.
- Peers, like bosses, assessed functional leaders as more effective in the areas of *executive communication and vision* as well as *executive presence and approachability*. Also agreeing with bosses, peers assessed functional leaders as less effective in the areas of *strategic perspective, working across boundaries, engagement and understanding the enterprise*.
- Peers, like direct reports, assessed functional leaders as more effective in *influence* and less effective in *self-awareness* and *learning agility*.

From this, we conclude that functional leaders must adjust, recognising they can't be all things to all people. They must take into consideration their current context and future goals.

Summary of Effectiveness of Functional Leaders Based on Rater Groups

Leading the Function Competencies	Overall Importance Rank	Overall Effectiveness by all Raters	Effectiveness Rated by Boss & Superiors only	Effectiveness Rated by Peers only	Effectiveness Rated by Direct Reports only
Executive Communication	1	+	+	+	-
Execution and results	2	+	+	+	+
Influence	3	+	-	+	+
Strategic perspective	4	-	-	-	+
Working across boundaries	5	-	-	-	+
Engagement	6	-	-	-	+
Understanding the enterprise	7	-	-	-	+
Vision	8	+	+	+	-
Innovation	9	-	-	-	-
Executive presence and approachability	10	-	+	+	-
Self-awareness	11	-	+	-	-
Learning agility	12	-	+	-	-
Leading globally	13	-	-	-	-

+ indicates "more effective" ; - indicates "less effective"

4. Leaders have room for improvement.

The effectiveness ratings suggest that, as a whole, these leaders are good, but still have room for improvement. On average, all raters assessed functional leaders at or below 3.99 on a five-point scale. While a 3.99 is not a *poor* rating, these leaders don't *excel* in any of the 13 leadership competencies needed for success at this level. In spite of being high-potential talent their capabilities fall short to address the challenges in current work environment.

Why aren't the ratings stronger for functional leaders? Our initial observations based on our interviews with 101 functional leaders suggest several key reasons

The preparation for top jobs is generally inadequate. We see a greater need for breadth of experiences in a variety of functions.

Leaders may be too well-rounded. They are unsure of what matters most or inexperienced in the ability to "dial-up" or "dial-back" on their leadership style and skills when needed.

Leadership is a collective effort. For most functional leaders to be successful, they must work collaboratively and depend on others in a way that was not required in other roles.

Success is more difficult to gauge. In functional roles performance is evaluated both in terms of long term and short term and evaluating it is becoming increasingly difficult – making it a challenge to identify more specific areas for improvement.

The competition is stiff. These leaders are some of the best talent in their industries and most people at this level are exceptional. This makes it difficult to stand out.

5. A targeted approach is needed to lead with impact.

We observe most effective functional leaders taking a more targeted developmental approach to boost their leadership skills. These leaders balance the pressure of "everything is important" and stay focused on those leadership skills that matter most in their organisation. Here's what we suggest for functional leaders:

Seek feedback. Gauge to what extent your own and your organisation's leadership reflect CCL's findings. In the absence of a formal assessment, seek out honest feedback on what's most important and how others see you as an effective leader. Pay close attention to differences between levels.

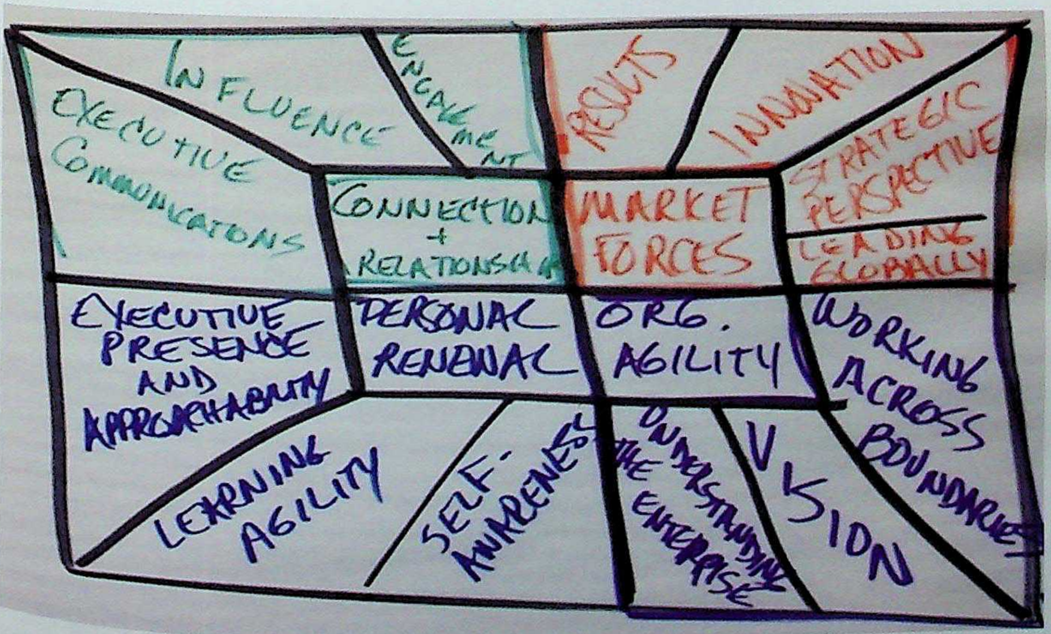
Clarify challenges. Gain clarity on the leadership challenges you face or will be facing over the coming years. Our study provides four main categories – market forces, organisational agility, connection and relationships and personal renewal.

Determine what is most important. Consider what leadership competencies tend to align with certain challenges, so start there. Review which competencies are linked most closely to one of your key challenge areas and consider what you could learn or do differently.

Explore and learn. Seek out new responsibilities that will build both breadth and depth of experiences. For global organisations, innovation and global leadership are particularly critical for success.

Solicit support. With a professional coach, mentor, or strong ally, set specific goals and identify behaviours to change, actions to take, or new learning to pursue.

Here's a graphic representation of the competencies required to deal with each theme:-


INFLUENCE
ENGAGEMENT
EXECUTIVE COMMUNICATIONS
CONNECTION + RELATIONSHIPS
RESULTS
INNOVATION
STRATEGIC PERSPECTIVE
MARKET FORCES
LEADING GLOBALLY
EXECUTIVE PRESENCE AND APPROACHABILITY
PERSONAL RENEWAL
ORG. AGILITY
WORKING ACROSS BOUNDARIES
LEARNING AGILITY
SELF-AWARENESS
UNDERSTANDING THE ENTERPRISE
VISION

Conclusion

We believe that the findings presented here give detail and depth to the challenges, opportunities, and development needs facing functional leaders.

In spite of these complexities and difficulties, most of the leaders we meet remain motivated, optimistic, and eager to contribute at even higher levels for their organisations.

Organisations, too, are starting to respond with more deliberate development experiences to better prepare these functional leaders. Here are just a few approaches we are seeing:

- Broadening their responsibilities and experience from an array of deep and wide global and cross-cultural job assignments.
- Allowing functional leaders to lead major strategic projects and gain critical experiences.
- Mentoring by experienced internal and external leaders (including board members)
- Applying systemic and strategic approaches to lead strategic projects that are being co-owned by multiple functional leaders.
- Reward systems are measuring results over a longer time horizon.
- Board members are being more pro-active in developing key talent.
- CEO's are thinking more strategically about their organisation's leadership.

We hope we've challenged you to think about your own leadership and development – and what is needed to develop other functional leaders.

By clarifying challenges, focusing on what's most important, and targeting development we believe leaders at this level have great opportunity to boost performance and have greater impact on their organisations, people they lead, families they love, and communities where they live.

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LEADERSHIP COMMUNICATION IN THE CHANGING CONTEXT

RAJESHWARI R and SANDEEP OLKAR

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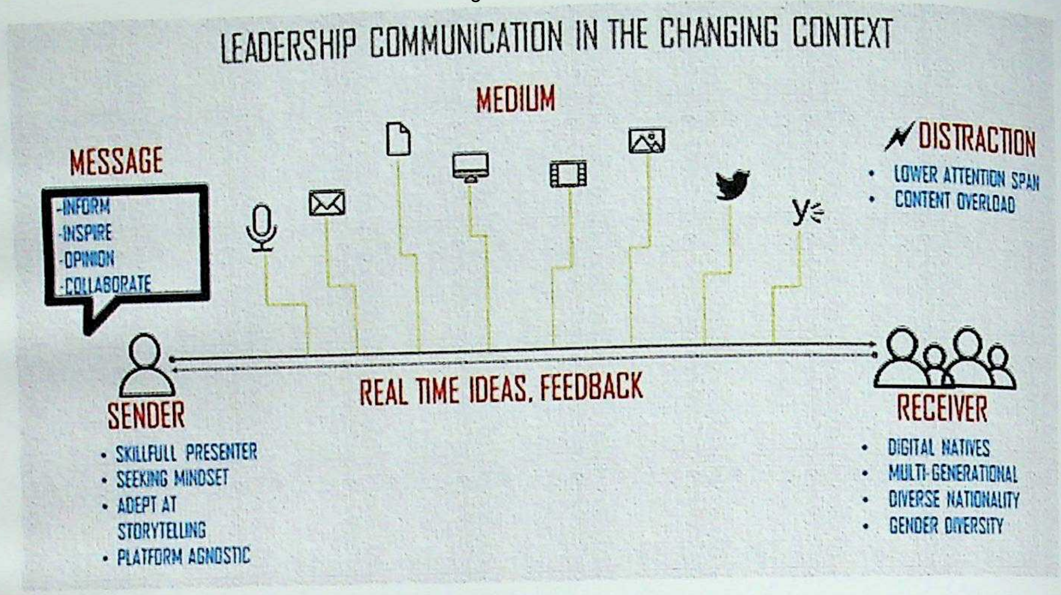
The crowd cheered as Maria Klawe, a member of Microsoft's board of directors, broke rank and disagreed with him. His comments on what women should do when they are not comfortable asking for a pay hike went viral within minutes. Satya Nadella, the CEO of the largest tech corporation in world had to apologise not just to the women who attended the conference at the Grace Hopper Celebration of Women in Computing in Phoenix, but had to tweet to the world to explain his real intent behind the comment.

The transformation of the elements of the communication process

The communication process consists of a sender, a receiver, a message, medium, distractions. All the variables of the process have changed today. From a one way Morse code sent over cables to a conversation over phone to a real time dialogue that happens over yammer or twitter, the world of communication has seen a rapid metamorphosis. Point of view and information gets transmitted in various formats like 140 characters, pictures, infographics, podcasts and scribes. ***With over 2.5 quintillion bytes of data being generated daily, content or the message itself has become a source of distraction.***

What has not changed, however, is that communication continues to be one the most important function, role and quality of a leader. History, politics, business, welfare – every sphere clearly amplifies the importance of leadership communications. However leaders today need to reexamine each of these variables of communication in light of the changing context and adapt themselves to be effective communicators.

And this in turn calls for a shift in their belief of the purpose of leadership communication. Through the lens of these five variables we take a look at what will


LEADERSHIP COMMUNICATION IN THE CHANGING CONTEXT
MEDIUM
MESSAGE
-INFORM
-INSPIRE
-OPINION
-COLLABORATE
DISTRACTION
• LOWER ATTENTION SPAN
• CONTENT OVERLOAD
REAL TIME IDEAS, FEEDBACK
SENDER
• SKILLFULL PRESENTER
• SEEKING MINDSET
• ADEPT AT STORYTELLING
• PLATFORM AGNOSTIC
RECEIVER
• DIGITAL NATIVES
• MULTI-GENERATIONAL
• DIVERSE NATIONALITY
• GENDER DIVERSITY

define leadership communication in this changing context.

But first we take a look at what is the purpose of leadership communication

Purpose of Leadership Communication

Business leaders communicate on a variety of occasions and issues. We have classified the purpose of these communications under 4 distinct categories.

1. **Inform:** Leaders are often required to inform employees about different aspects of the organization such as strategy, external environment, values etc.
2. **Inspire:** Leaders heavily use communication to inspire employees for a higher calling. In this changing context we see a leader playing a key role in shaping the organisation culture. How the leader acts and communicates lays the foundation for promoting organisations values and beliefs.
3. **Opinion:** Often leaders have to provide opinions on different matters ranging from organisation dynamics to competitive rivalry to impacts of politics on the organisation. Leadership communication on sensitive matters such as these goes a long way providing direction to employees.
4. **Collaborate:** A significant portion of the leaders' time is devoted towards collaborating, consensus building and solutioning. They use extensive communication to work across the rank and file of the organisation on issues. This is probably one of the most critical elements of leadership communication.

Apart from Sender who is the leader herself all other variables in the communication process will be determined by the purpose. For instance a leader may choose an internal forum with a view to encourage collaborative solution building on an issue while using a formal corporate email to announce changes. The purpose will determine the choices in all cases.

Content (Message) is the king

Today leaders are presented with far more information than the mind can process. All signs indicate that this is going to grow over time. Complexity increases since the leader gets this information through multiple mediums, some internal to the organisation and other external. This means the biggest distractor around the message is the content itself. An effective communicator should be able to sift through this plethora of information to draw insights that will appeal to different audiences. The biggest questions are relevance and brevity. The core competence would be to make sense of all the distractions by intelligent sifting and create compelling content.

Distilling information to arrive at the precise message that one wants to communicate will be a major skill that the leader will have to develop. This is not something new that we are talking about however the magnitude and complexity have changed. Many changes external to the organisation are influencing the audience inside the organisation. For instance organisations continue to use emails as a preferred choice of communication however length of emails is influenced by other factors. Prime amongst them being the current wave of putting thoughts in 140 characters. The digital culture has ushered in brevity. Combine this with the reduced attention spans of people. It is an established fact that attention spans today have decreased from where they used to be. Hence we see that messaging will have to be far more precise and crisp to meet the needs to the modern audience.

Another change we see which has already set in is that of weaving messages using stories. Whatever the mode / medium of communication the message needs to reach the audience in a powerful story form. This by far is the strongest weapon in the leadership communication arsenal. Stories resonate with the audience, they create connect with the audience and they drive the core message. And to do this effectively leaders need to focus on aspects of storytelling.

When APJ Abdul Kalam visited Wipro in 2008, he did not pull out a swanky iPad out of the envelope nor did he present data on the screen like Hans Rosling (Swedish medical doctor, statistician and public speaker). What he had was repository of his personalised and unique content; the stories from personal and professional life on leadership, teamwork and what real success means. He effortlessly moved from one story to another and endeared the audience with his sense of humor and humility. To reach that level of excellence requires years of practice and understanding of the audience however it goes to show that stories stay with people. Like this one has stayed with all those who attended Dr. Kalam's session.

Creative storytelling is an art by itself. Many successful leaders have already used it and continue to do so. The challenge today is to create a compelling story amenable to different communication platforms. Delivering the story verbally is quite different from presenting it through an infograph or sharing over company's internal network. We have looked at this aspect in one of the subsequent sections.

The receiver or the audience also plays the role of the medium:

Today the audience is not only a recipient but is also a disseminator. A leader's spokesperson, marketer and evangelists go beyond the traditional marketing departments and newspapers. It was not a media house, but the audience that drew the world's attention to Satya Nadella's comment. This means that the leader has to be careful in choosing and crafting the message that she wants to share.

This again is not something new. Most leaders have always been aware that once they have relayed a message it is beyond their control how it gets disseminated. However it is the magnitude that has changed. Dissemination is much faster due to data speeds and medium availability. Sensitivities around gender, generation, nationality have become far more important than before. This is a change that many leaders will have to grow comfortable with and adapt to as well.

The medium of communication will be driven by the audience:

A leader's audience is present on different platforms today. While some are hooked to a visual platform like Pinterest and Instagram, others are more comfortable with the traditional emails. Thus impactful leadership communication requires the leaders to be platform agnostic and should be willing to explore and be present on various platforms. Hence a leader should be able to match the content to different platforms and audience. For instance most large organisations today have employees across generations. The communication styles and needs across generations couldn't have been more different. A point in case would be a simple birthday wish. Millennials are happier wishing over social media and liking comments where as many in the previous generation still prefer the proverbial handshake. While this can be dismissed as a frivolous example we think it does provide a lot of food for thought to the leader. If the leader's team comprises people with diverse backgrounds, generations, nationalities etc. how does she communicate? Can one size fit all approach work? Will traditional communication methods work? There is ample evidence to show that leaders will have to realign their communication strategies.

For a long time now CISCO CEO John Chambers has been using video on demand instead of emails to communicate with employees and customers. In the non tech space, Richard Branson is one leader who uses Twitter extensively to deliver value to his employees and customers. India's Prime Minister Narendra Modi has been able to gain followers from the millennial generation and tech savvy population primarily because of his active participation on social media and more so on Twitter.

What this also means is that a leader will now have to be comfortable using these platforms. It no longer is an option but a necessity.

Leadership communication is about a seeking mindset

In the traditional command and control approach, information or instructions flowed from top to bottom. This was because it was believed that ideas generation, product conceptualisation, access to information were the domain of top management. However, today, the best product ideas, the best process improvement solutions and user experience inputs come from various corners of the organisation and often from outside the organisation. In the new age the leader's role is to ask the right question, seek feedback and viewpoint, and be a good listener who is astute in observations. And more importantly she should be willing to break barriers that prevent ideas from moving across and transforming into actions.

At Wipro, their CEO T.K.Kurien blogs on Yammer to share the industry trends, his vision for the organisation and information about important events in the company; more importantly, he encourages employees to share their views on how they see these trends translating in their context.

The response has been overwhelming. What has made this blog the most popular one is that it makes TK more accessible, even he gets real time feedback on many of the initiatives and the employees see their feedback playing a part in shaping their organisation.

Leaders in the new age need to nurture a seeking mindset that is rooted in curiosity, openness to feedback and a decentralised communication channel in the organisation.

Leadership communication requires the leader (sender) be a skillful presentation presenter:

We said content, audience, medium, and mindset – but finally leadership communication is an art – how you say things is as important as what you say. It is this art of skillful presentation that has made TED as one of the most influential and sought after platform in the world. Across the world, the most influential leaders in politics, business, and philanthropy have a distinct presentation style that wows their audience. And today leaders can move beyond PowerPoint and explore other tools like videos, graphic facilitation, theatre, visuals to communicate their viewpoint. Storytelling is not only a content element but also a presentation element.

Carmine Gallo, the world's leading communication coach in one of his articles for the Forbes talks about CISCO's obsession with presentation skill which starts right at the top. John Chambers believes that internal communication is very critical for a company to execute successfully and progress. Hence he expects every executive at CISCO to master public speaking and presentation skills. All executives are scored by the audience (it could be external customers or internal employees) after every presentation.

However along with being an excellent presenter today the leader also needs to ask the question, presenter on which platform? Presenting in front of an audience in a packed auditorium is much different from presenting or sharing a point of view on a twitter chat or over a webex or doing a video. Each of these mediums requires a different presentation mindset. To be successful a leader needs to understand the nuances of these platforms. Also not shy away from hiring expert help to be successful over multiple platforms.

In fact today we see this as the most glaring of all gaps. How do I successfully manage and disseminate content across multiple platforms is a question that many leaders/ professionals grapple with.

We have looked at different aspects of the communication process in the changing context. However we do appreciate that there are various factors that moderate leadership communication. While there are various external influences such as technology, competitive pressures that affect leadership communication we have listed four critical internal influences.

I. **Organisation Size and Spread:** Larger the organisation more the reliance on technology to reach and communicate. It's a common complaint of the old timers in a company regarding how leadership connect has changed over the years. Taking a cue from this we do think that the organisation size and muscle plays a very important role in moderating leadership communication. While size determines the nature of communication mediums required the muscle determines actual availability. Cost pressures significantly affect adoption of latest communication technologies.

   Geographical spread is also another factor. Companies like the TCS, Wipro, Citibank, ICICI Bank need heavy reliance on technology for communication as opposed to smaller units operating in a single location.

II. **Organisation Maturity:** The stage at which the organisation is operating plays a defining role in the type of leadership communication. Borrowing from Adizes organisational stages, the leadership communication requirements during Infancy stage are likely to be very different when the organisation reaches Maturity stage. Communication requirements in a start up like OLA Cabs or Flipkart where systems, processes are yet to mature while the organisation is growing at high rate are different from that in an organisation like Tata Steel.

III. **Organisation Culture:** Cultural aspects play a pivotal role in leadership communication. Elements such as openness to experimentation, transparency, coherence, autonomy, bureaucracy, hierarchy define the leaders' ability to communicate as well as the audiences' receptivity. Ed Catmull, one of the founders of Pixar wanted to encourage a culture of candor in the organisation. Towards this he set up Braintrust – a group to facilitate straight talk in the organisation. Over the years, the constructive feedback and criticism during the Braintrust meetings have

TIPS FOR LEADERS TO COMMMUNICATE EFFECTIVELY:

1. **Visualise content:** To organise their content, leaders should move away from their laptop or tablet and use pen and paper. Today visualisation using sticky notes, mind maps etc has emerged as the best way to cut through the content maze, clarify your thoughts and organise them effectively. Though content development work is typically outsourced to the marketing department, leaders need to get more actively involved in articulating their point of view and develop a style so that the followers find the content authentic.
2. **Reverse Mentoring:** Leaders can enlist Millennials in the team as their mentors. This will help them in two ways : a)it will help them understand the Millennials' mindset, preferences, and what drives them, and b) the millennials are digital natives and so can help the leader pick skills in modern day social media tools. But this calls for the leaders to have humility and an open mindset to learn from people who organisational experience may be way lesser than that of the leader.
3. **Spend time on the internet and devices to learn it:** Many leaders use their digital devices only to schedule meetings or check emails. Activities around surfing the internet, gathering content and developing a point of view is often delegated to the next level. Leaders should start investing their personal time to learn, to understand the trends and to develop business intelligence.
4. **Presence on social media** – Leaders should start making their presence felt on social media. Video formats are far more popular than emails and text. As a start, leaders can get their messages across through their videos. This content can be hosted on enterprise social media portals and on the company website. As leaders get comfortable with the digital world, they can move on to other platforms.
5. **The Leader on Twitter**: Today all organisations have a twitter handle. However not all leaders are present on Twitter. Twitter is a great place to understand trends, even shape trends and opinions, to understand what competitors are doing, to get real feedback on your products and services. Leaders must work actively towards making their presence felt on Twitter.

played an important role in sparking creativity and enabling them deliver phenomenal results

IV. **Organisation Design:** We see this as moderating factor in certain cases. An organisation with many levels and matrix reporting has a different set of communication requirements than one with few levels. For instance leaders in a highly matrixed organisation like Wipro need to work with significantly different communication strategies and tools when compared to leaders in a relatively smaller power distribution company or a retail company.

However keeping these aside our focus in this article has been to sensitise young and upcoming leaders with the new frontiers of communication. We feel that today the leader has many more ways to connect, share and collaborate with the audience using multiple means. And many leaders are successfully doing so. However this has also increased the burden on the leader. The audience now expects the leader to involve them in the decision making process, connect with them and seek their inputs.

There is no doubt that leadership communication is an important aspect of leading teams and organisations. The future of the leader and her company might rest on it.

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PERFORMANCE MANAGEMENT IN TODAY'S CONTEXT

ESTER MARTINEZ

About the Author

Ester is the CEO and Editor-in-Chief at *People Matters* – India's leading knowledge and media platform in the Human Resource space.

In 2009, upon noticing a serious lack of India-centric data on talent management, leadership and HR that holds critical insights for heads of HR and CEOs, Ester founded *People Matters* in the country's capital, New Delhi. Since its inception, *People Matters* has come a long way and has now become a brand synonymous with knowledge in HR.

Ester holds a Postgraduate degree in Human Resources Management from EADA (Spain) and a Master's Degree in Management from Indian School of Business (ISB), Hyderabad. With more than 14 years of experience in human resources, Ester has a wealth of knowledge in all areas of Talent and Human Resources management. Until 2008, she worked as a professional manager with a host of Blue Chip companies such as Hewlett Packard and Tata Consultancy Services, both in India and the UK. Ester is an active member of various HR and Business forums in India and internationally.

The Secret Ingredient

Change is inevitable. It was not without reason that Benjamin Franklin once said, "When you're finished changing, you're finished." Decades later, those words ring true for performance management systems worldwide. Be it forced ranking, bell curve or the rigid once-a-year approach, organisations globally are questioning if they are measuring performance the right way. Once considered the secret ingredient to building high performing teams, Performance Management systems are today damaging engagement and costing managers a lot of time.

Today, performance management systems exist on paper, without creating the impact that it should have either on the people or the business. Not only have the people changed—there are multiple generations working in the same workforce now—but so has the technology and the way people deal with technologies. This enormous amount of change has led many organisations to change their performance management systems to reflect the new order.

According to a Deloitte research, as many as 89 percent of organisations recently changed their performance management process or plan to change it within 18 months. These waves of tremendous change bring with it a lot of risks. Many leaders are under pressure to adapt new trends without understanding the core purpose of the problem it was meant to solve. The urge of executing what is "new and in fashion" is also creating a whole new set of problems that the leaders have to encounter.

In our April 2015 issue of *People Matters*, we deep dived into how organisations have started to retire rigid tools like the bell curve and opened a new dialogue about what performance really meant for them. For most organisations, performance management equates the performance management process or a set of annual activities culminating into the performance appraisal. The annual review and ratings system are an indicator of the performance of an employee and the process deploys a normal distribution to represent it.

What's wrong with the curve?

When the Bell Curve was implemented in GE, it probably made sense for their context, the kind of business they were operating in and the nature of work. However, when this practice is copy pasted with a broad brush, it creates many issues. By definition, performance is not normally distributed. Organisations, aiming to recruit the best talent, have very stringent assessments and processes to bring the best people onboard. So, if one were to take a sample group selected on the basis of role and culture, performance will not be "normally distributed" if the recruitment team and hiring managers have done their work well.

Additionally, if the nature of work is different and the outcomes are different, how can that result in a normal distribution? It will not. Then again the process is seen as a forced-fit exercise of negotiation and power games. The end result is that a system that looked to simplify the way to reward, differentiate, promote and build fairness in the organisation finally ends up as a system where somebody is losing and somebody is winning. This creates a strong implication for the organisation as it does not enable win-win collaboration among employees, managers and leaders. Win-Lose and Lose-Win systems eventually drift to Lose-Lose where the employee is demotivated and anxious and the manager feels their team members are not aligned, motivated and deriving enough results.

There are no short cuts to brilliance

Any system will have its flaws and it is the role of the leaders to identify the objective of the organisation, its main priorities, values and operating principles and build a performance strategy that aligns and reinforces that journey. Best practices will not provide the path as each organisation has a differentiated soul and hence their culture, their approach to talent alignment and their way of tying it all in a rhythmic framework interlinks with the kind of people they hire, how rewards get distributed, how and when people get promoted, etc.

The question is not about the Bell Curve being good or bad. The question is what is your organisation trying to achieve, what is its nature of your business and what kind of unique talent ecosystem will help support its goals. Many companies including Microsoft, KPMG, Cisco, Adobe, Juniper and Kelly Services have eliminated the Bell Curve and have gone for alternative means of performance management.

Kurt Eichenwald, in his article Microsoft's Lost Decade in *Vanity Fair*, showcased how the best performers in the company focused their energy in making sure other top performers don't achieve their goals as they were worried that their own rankings would get affected. "Microsoft employees not only tried to do a good job but also worked hard to make sure their colleagues did not," Eichenwald said. Microsoft identified this problem and completely transformed their approach and process to performance management from individual excellence to team excellence.Managers at Microsoft now assess the impact an individual has and feed it into a tool, which further translates that impact into an individual's compensation and increment. KPMG has decided to rate employees on the basis of their business, individual and team performance. Cisco's alternative is a feedback mechanism where managers have informal conversations with employees throughout the year, keeping them informed of their performance and how it aligns with the organisation's.

There are some young and fast growing companies in India that are experimenting with ways to manage and enhance performance, without relying on traditional performance management principles such as ratings and normal distributions. InMobi's Global Head of Recruiting and rewards Kevin Freitas told *People Matters* that his organisation doesn't use a formal bell curve. He added that InMobi also does not explicitly communicate high potential status to High Performers for there is no point in actively harboring differentiation.

On the other hand, MphasiS dropped its traditional forced ranking system and instead performance was purely judged on the basis of target achievement. Performance management begins at the point of hire and continues across all development stages; they integrate mass hiring with performance through targeted leadership development. While managers are allowed to place more people in "top performer" bracket to fuel competitiveness, they also give "blank goals" of 20% to allow individuals to over-achieve.

Managers at multinational company Adobe spent a mind numbing 80,000 hours per year on traditional performance evaluations. For five years, they tried to change the performance management systems in many ways, but found it to be contrary to the culture of collaboration in the company. Soon, they removed it altogether.

Today, they have a far simpler system where the manager may request a "check in" every three months. The employee receives feedback on his/her performance before the meeting actually occurs. The discussion revolves around performance improvement rather than a dispute over ranking or compensation. Adobe believes in coaching being a continuous process rather than a once a year talk. This change in approach created a tremendous tsunami of change in the company—voluntary turnover dropped by 30 per cent. The system not only took care of its high performers, but made sure that its lower performers got practical advice on how to improve their work and consequently performance.

In 2013, Motorola Solutions decided to drop the much maligned labels like "valued performer", "excellent performer" or "outstanding performer". The forced bell curve was creating a culture of infighting and Motorola decided to pull the plug on the system when they felt that the system was just working contrary to their expectations. The company now requires managers and employees to have continuous conversations on performance and whether the latter have met their objectives for the year in their annual review. The pay part, which earlier was discussed as part of the ranking, is now being dealt with separately and the company managed to bring in greater transparency into the system.

In a company where an employee's compensation is based on performance in the range of 3 per cent to nearly 30 per cent, the company decided to pay bonuses solely on the company's financial results, while an additional amount equal to 25 per cent of the bonus pool is set aside for top performers.

Josh Bersinin his article "The Myth of the Bell Curve" points towards a research conducted by analysts Ernest O'Boyle Jr. and Herman Aguin is among 198 groups comprising teams of researchers, entertainers, politicians and athletes. The findings indicate that performance of groups mostly followed the "Power Law" distribution. It clarifies that people are not normally distributed, but rather as a small distribution of hyper performers, a broad distribution of good performers and a relatively smaller number of low performers.

According to this model, there is a very small percentage of hyper performers in the organisation. Most people in the organisation are average performers and there is a sizeable smaller percentage of people who report low performance. This curve makes identification of the people who are responsible for taking the organisation forward possible. Also, it does not have the forcible fitment attribute associated to the Bell Curve; more employees can be included as hyper performers.

Process is as good as its outcome

Keep the bell curve, change the curve to a power curve, remove the curve completely, whichever path your organization takes – it is critical to start with the end in mind. What are you trying to achieve? Is it engagement? Is it teamwork? Is it innovation? Is it alignment between teams? Having clarity on what is the end of the process will be the stepping-stone in getting this process right. Remember the scene in Alice in Wonderland where Alice asks the cat which way she must take?

> *"Would you tell me, please, which way I ought to go from here?"*
>
> *"That depends a good deal on where you want to get to," said the Cat.*
>
> *"I don't much care where--" said Alice.*
>
> *"Then it doesn't matter which way you go," said the Cat.*
>
> *"--so long as I get SOMEWHERE," Alice added as an explanation.*
>
> *"Oh, you're sure to do that," said the Cat, "if you only walk long enough."*

Change for the sake of change without clarity of the objective and output may put your other systems at risk. Organisations find very peculiar ways to change things without understanding the real issues.

Here's a scenario: Pay differentiation should be based on skill differences (capabilities) and resultant impact it has on the business. When you can't do this, you find the easy way out and use something else such as the Bell Curve, which does not really do the job. It makes it difficult for managers to be honest about giving feedback and improving communication between managers and employees. There is no way to objectively differentiate and create a way to promote people.

What is the problem you are trying to solve and is your approach integrated in solving it? What happens to the other processes that are tied up to the old performance management processes like compensation & benefits, promotion, rewards etc. Nothing is good or bad as far as it is contextually relevant to the business problems you are trying to solve and executed diligently by aligning all stakeholders.

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REVISITING PERFORMANCE MANAGEMENT IN CHANGING CONTEXT

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About the Author

Vasanthi Srinivasan is an Associate Professor in the area of Organisational Behaviour and Human Resources Management and is the Chairperson, Alumni Relations at the Indian Institute of Management Bangalore. She was the ICCR Chair Professor of Corporate Responsibility and Governance at the HHL School of Management, Leipzig, Germany in 2012-2013. She holds a Post Graduate Diploma in Personnel Management and Industrial Relations from XLRI Jamshedpur, and a Fellow in Management Ph.D equivalent) from the Indian Institute of Management Bangalore. Her areas of interest are women in management and Boards, generational diversity, HRM in rapid growth organisations and ethics and HRM in healthcare in India.

Vasanthi is currently on the Advisory board of the NHRD Network, Bangalore Chapter; a member of the India Leadership Team of Globethics.net and is also on the Board of Directors of "Enable India", "Svaraj" and "Fourth Wave Foundation". She runs a website www.teachcsr.com , which is intended to enable faculty in business schools to mainstream teaching corporate responsibility.

Last week I was doing a session with Income Tax commissioners on leadership. My opening question in the session was "What has changed in your organisation in the last decade?". The five aspects that had changed in their context was — technology, speed, tax payer's expectation that they would be treated like customers, transparency and regulatory context. As you are read this, I am sure several of you who are from the corporate sector are asking, "How different is this from what I am experiencing". Intensified competition in global markets requires that organisations become more efficient and effective. Changing public policy dynamics has forced the private, public, Government and the not for profit sectors to partner and create new and emerging hybrid forms of organisations. It would be no exaggeration to state that technology is changing profoundly and fundamentally the way we live and work.

Internally, organisations have removed management layers, reduced staffing levels, provided greater to autonomy to business units with higher focus on decentralisation, increased internationalisation leading to team based and project based structures and adoption of several management best practices like TQM and Lean management. These interventions are intended to make organisations become nimble, agile, adaptive and innovative. The changing context has resulted in the breakdown of traditional and rigid boundaries of organisations as defined by "Job descriptions" in to a more fluid, evolving set of roles and responsibilities. Matrix and project intensification within organisations has accentuated the need for individuals to play roles that transcend geographies and functional boundaries. In many cases, individuals work with team members who they have never interacted or met during their tenure in organisations. They often have to engage in building professional credibility and respect with their peers, strengthen their global networks, find allies and partners to influence and impact decisions. They also have to invest significantly in building and maintaining relationships for professional success. In such a context, conceptualisation of performance, both at an individual and team level requires re-examination.

Performance Management System (PMS) plays a critical role in the implementation of an organisation's strategy since it ensures strategy consistent behaviour. Therefore, integrating the organisational, team/unit and employee performance is a key aspect of effective performance management. PMS consists of three sequential phases: planning and goal setting; coaching and feedback; and evaluation and measurement. Line managers are the key players in an effective PMS; however the facilitating role of HR is to enable, support and provide periodic feedback with analytics in the entire process. This paper explores the implications of the changing context for individual performance and makes recommendations to the PMS that require attention from line managers and HR professionals.

The paper is divided into three parts: in the first section, we look at how a re-definition of the term "performance" is needed in the changing context; in the second section, we examine how the reconceptualisation of performance impacts PMS processes in an organisation and finally, we look at some recommendations on how line and HR managers can strengthen the PMS for continued and sustained organisational performance.

Changing context and performance

Most of us understand intuitively the term performance because it is a part of our vocabulary from early school years. The definition of performance in an organisation, however, is framed within the primacy of accomplishment of strategic goals of the firm. Traditionally, financial performance was seen as a key measure of organisational effectiveness. In the last few decades, the accountability of an organisation to its stakeholders namely employee, customers, suppliers, Government and community is gaining salience. Conscious customers have boycotted products of multinational corporations with significant financial implications. Reputation and corporate image of corporations are highly vulnerable in a connected world with increase in social media and aware citizens. A stakeholder based definition of organisational performance needs to be pluralistic and multi-dimensional. Kaplan & Norton (1996) identified four key perspectives of organisational performance in their Balanced Score card – namely financial, customer, internal business process and learning and growth. A multi-dimensional view of performance would require a more holistic, long term, ongoing and continuous approach to performance. PMS will constantly need to straddle between a short term orientation of profitability and a long term view of sustainability; a short term view of customer satisfaction and a long term view of customer delight; a short term view of efficiency and a long term view of effectiveness; a short term view of growth and a long term view of development and finally, a short term view of stability with a long term view of innovation and change. The current annual appraisal focused orientation to performance is unlikely to yield effective results in a context that is punctuated by volatility, uncertainty, collaboration and connectedness. Such a re-conceptualisation of performance at an organisational level will require a redefinition of performance at team and individual level.

At an individual level, till 1990 the performance construct was lacking a sound definition. Campbell (1990) conceptualised job performance as including "dimensions on execution of substantive tasks as well as elements focusing on motivational and interpersonal features". Subsequently, two aspects of job performance were articulated – "Task performance" comprising of a core set of tasks and activities provided in the job description and are central to a particular job and "Contextual performance" comprising of aspects related to social effectiveness within which individuals develop and maintain good interpersonal relations with others in their work environment. Contextual performance consists of behaviours which are not formally prescribed by any particular job but are informal aspects of all jobs (Murphy & Cleveland, 1995; Borman & Motowidlo, 1997; Ferris, et al, 2008). Borman & Motowidlo (1993) conceived contextual performance as consisting of cooperating, helping, volunteering, following rules and other behaviours which appear to be extra role behaviours. In globally distributed with matrix structures, effective performance will be a function of contextual performance factors. As organisations focus on delivering effectively to their stakeholders, the emphasis on task and contextual performance related aspects needs to require significant managerial attention. Table 1 below summarises the key dimensions of task and contextual aspects of performance. It is evident from the table that focus on task performance results in efficiency but contextual performance contributes to long term effectiveness.

Table 1

Key dimensions of performance

Task Performance	Contextual performance
Job related	Team/group related
Focus on tasks and activities	Focuses on roles, responsibilities and expectations
Requires knowledge and skills	Requires attitudes, motives and values
Tangible and can be measured	Intangible and therefore has to be inferred
Focus is on building "professional skills"	Focus is on building "Life skills"

Implications of contextual performance for organisations

The three phases of PMS will be impacted with increased emphasis on contextual performance. In the planning and goal setting phase, organisations will have to more consciously track the explicit relationships between the organisational, unit and individual performance. From a long term perspective, there will be lead and lag effects of goals. For e.g. if consistent and sustainable organisational financial performance has to be achieved year on year, investments have to be made in training, knowledge management and streamlining of processes at an individual and unit level every year. Unless training and process improvement is not a part of the DNA of the performance management long period of time improves the chances of mastery in a domain. The short cause and effect feedback loop in games makes the gamer learn the rules of the game faster. The feedback also helps to condition the behaviour of gamers within and outside the game. Case in point, the current COO of Symantec, Setphen Gillette, is one of the youngest executives sitting in the board of a large organisation. He is an avid gamer who attributes his leadership skills to the World of Warcraft game. Real world behaviours can be shaped by games and simulation through immediate feedback. Organisations can also look at making the coaching process more real-time and online to enable immediate feedback.

Autotelic experience

Any activity that has a purpose in and not apart from itself is described as Autotelic. In other words, autotelic experience is one where the individual does the activity for its own sake without any inducement of external rewards. While points, badges and leader boards motivate the learner to perform well, in most successful games, it is the activity itself that is the reward. By making the context of the learning environment real-world like and by giving the learner the feedback that he/she is gaining in skill, we can facilitate autotelic experiences for the learner.

Loss of self consciousness

Games have the ability to draw us into an alternative world and make you lose our sense of self. Quite interestingly, after the experience, individuals comes out with a stronger sense of self, one that is integrated and sophisticated. By introducing games and simulations in the learning process, we can achieve the same result for our learners.

Time transformation

Most gamers report that they lose the sense of time when they immerse themselves in a game. They are at it for hours on end. By using gaming principles in the learning process, we can create a craving for learning and engage learners in productive skill enhancing exercises.

Concentration

The most enjoyable experiences happen to us when we devote our complete attention to the activity at hand. The power of concentration frees up our mind from distractions and enables us to enjoy the quality of the experience. By using gaming and simulations, we can enable learners to completely devote themselves to the learning task at hand. As a result, learning becomes enjoyable and sheer joy. The high the learners experience becomes the hook for making learning a habit.

Merging Action-awareness

Today, most learning interventions tend to focus on the cognitive aspects of learning, with very little attention paid to the motivation of the learner and the application of learning. By encouraging learners to apply learning in a safe learning environment, we can enable them to exercise their muscle memory which comes in handy later when they face real situations. Combination of action and reflection is vital for learners to internalise their experience.

To sum up, the current learning design doesn't facilitate the state of flow for learners, teams and organisations. We need to think about ways in which learners can escape from the monotony and truly enjoy the bliss of learning something new. By wisely using some of the gaming and gamification principles, we can facilitate the state of flow in learners. Perhaps then, learning will become a joy and learners will get into the habit of learning daily just like millions of candy crush and fishville players around the world can't live without their favourite game.

EMPOWERING EMPLOYEES – SHOPPING@WORKPLACE

AMIT VERMA

About the Author

Amit Verma, Sr. Vice President – Head of Business Services Procurement for Reliance Group is a DCE and IIM (C) Alumnus. He has previously worked with Genpact, GE, Accenture Consulting and Tata Strategic Management Group in leadership roles in Europe and India.

Recently, I attended a lecture by Gary Hamel where he asked a provocative question. He said that as individuals all of us make buying decisions every day – from the food we eat, to the clothes we wear, to the car we drive and even big buying decisions like the house we live in. Yet suddenly when we enter our offices and wear the company ID card, we undergo a transformation and become un-skilled to make any purchasing decision. So if we need a pen, a chair, a laptop, an air ticket... go to the Procurement team is the instruction, as if only they know how to buy!

So you can guess how uncomfortable I was during this lecture especially as a couple of HR colleagues started looking at me with a smile on their faces and I could not deny that Gary Hamel made a great point in the larger context of the topic of the lecture — ***Are we empowering employees to keep our organisation nimble, agile and relevant in the changing business context?*** This is a big ask. Surveys have shown that not only do employees rate work environment as one of the key decision factors during career changes but that there is clear link between 'breaking top-down decision making' culture at workplace and higher productivity, innovation and employee engagement. While CHRO's have often reiterated the importance of individual contribution and promised that "employees are our greatest asset," those words were diminished by numerous boundaries, including rigid policies, hierarchical decision making and insufficient use of technology tools for collaborating.

Hence, Empowering employees has become mission critical and there is no better place to start by coming back to Gary Hamel's question - How can we empower employees to make their own purchase decisions in Indirect Procurement i.e. all goods & services that are non-technical often not linked with the direct business of an organisation and which usually fall under the CHRO's budget (Office supplies, travel, facilities, training etc). Let's discuss what employees want, how organisations are meeting these expectations, what progressive companies are doing and what does the future have in store for us.

What do today's employees want

Given today's work-life integration, employees want their procurement experience at the workplace to mirror the new shopping experience they have in their personal life. Some of the things they want are

- "Pull" vs. "Push" – Personalisation is in and standardisation is out as diversity at the workplace has led to diversity of expectations. I can picture an employee thinking "Don't tell me which airline I should fly, which hotel I should choose, what kind of chair to sit on all day, what kind of pen to write with…Just give me a budget and let me choose. Did you say that this doesn't help you drive savings – why not? If Amazon.com can drive savings while giving me all these choices then why can't you?"
- An 'idiot proof' process – Most of us don't read a manual to learn to use a complex smart phone and expect the same in all workplace systems and process. Yet all we see in the workplace are complex processes that are filled with words like segregation of duty, delegation of authority, 15 steps that need a lifetime to master etc etc
- Mobility options – "Give me the process on my mobile phone. Actually, put it into an app so that I don't need to keep logging in and I can access it anytime and from anywhere". We love our mobile phones with their touch screen technology – no need to be in the office, move the mouse to click the icon of the left side of the page… so much easier to tap with your finger on a mobile screen.

Are companies meeting these expectations

Companies must look at two key aspects to meet employee expectations. One, re-look at the HR/ Procurement policies of the company to empower the employee to create his own work environment and experience and two, how can procurement teams supporting them have simpler systems which employees can use to purchase directly.

On policy changes, as the "war for talent" continues to rage, CHRO's have stepped up their efforts to increase engagement, employee value proposition and advocacy. HR has started to redraft policies to make them more empowering rather than prescriptive, employees are being allowed to make informed choices on "what airline they want to choose to travel", "which hotels they want to stay in". Although, policies have still not reached the level where one can choose their own office furniture, they have in collaboration with IT, implemented Bring Your Own Device (BYOD) policies to let employees work on whichever device they prefer.

In procurement, before we delve deeper and understand what organisations are doing to meet these needs, I'd like to make a distinction between two words "Buying" and "Shopping" that I will use in this article with specific meaning. Essentially, Buying is the process of selecting vendors, establishing payment terms, strategic vetting, selection and the negotiation of contracts. Shopping, however, is more transactional in nature and focussed

> Most organisations recognise that "Buying" is a full time job and best left to Procurement professionals while "Shopping" can be done directly by the employee.

towards acquiring goods and services at the optimal value at the current time. During Shopping one makes the best transactional decision for an acquisition while during Buying one also assesses the long term impact and risks. So while organisations prefer to make 'Buying' decisions to acquire goods and services, individuals make 'Shopping' decisions. However, there is indeed a grey zone where organisations should 'shop' for very small items like stationery and individuals should 'buy' big items like apartments they invest and this what we will explore further. Most organisations recognise that "Buying" is a full time job and best left to procurement professionals while "Shopping" can be done directly by the employees. To make things clearer, even an ecommerce site like Amazon.com lets their procurement teams do 'buying" activities by making contracts with book publishers which allow them to offer book titles at discounted prices on their website and we 'shop' for those books at their website and compare with other such websites.

The concept of simplifying procurement systems is not a new one, Japanese adopted lean procurement process years ago. Even in the 80s, Toyota had one of the simplest processes even for direct materials. While the procurement teams had a 'pre-negotiated price' with their tyre manufacturer, they had a very simplified process of ordering and payment. The tyre vendor took responsibility of stocking tyres in the factory premises and for every car that rolled out of the Toyota factory, they were paid for 5 tyres… as simple as that – no order, no good receipt, no invoice!

Most large companies try to distinguish which Goods and Services fall into Buying and Shopping category of decisions with mixed results. Essentially, they assess factors like value of goods, repeatability of buy, complexity of purchase – does it involve ongoing repair or maintenance etc. to segregate 'shop' and 'buy' items. What most of us in India don't appreciate is that this decision is complicated by Purchase Tax considerations and where detailed purchase information needs to be filed with Indirect tax department. Given the complexity of managing different processes and regulatory documents, most organisations reconcile to putting everything under Buying and having the same procurement systems and processes (at best with fewer approvals) to buy complex technical equipment like compressors and to shop for simple items like stationery. While all CXO's feel the pain of complex process, they live with this necessary pain assuming that this is the only way to help them control costs and manage regulatory compliance.

Progressive companies have adopted e-procurement systems aka Catalogue systems. In these companies, procurement teams negotiate annual contracts with suppliers to supply a variety of items and put these items are put into an electronic catalogue. These catalogues started with simple items like stationery and office consumables, extended to more complex items and some even have standard services like temporary labour listed. The key advantage of these catalogues is that they can accommodate a huge array of SKU's on the same category e.g. 175 types of pens so that employees have true choice. While these catalogues are fairly simple to use to order items, their backend IT structure are still quite complex to build especially when the same catalogue is used to order smaller qualities (small orders have higher % of logistic costs) or across different geographies (taxes differ for same items across Indian states). Often the simplest purchases become the most difficult to add to catalogues due to these tax and logistic considerations. To give you an example, most buyers would have comprehensive negotiations with say a company like HP (printing items) or Nestle (beverages) for their full catalogue of items and agree on an annual contract. However, these companies don't accept orders directly for deliveries and these have to be routed through their distribution network. This really means that for a typical large company (buyer) that operates through 3-4 legal entities and in 4-5 states, the procurement team may need to set up 10 distributors as vendors and 15 copies of the same catalogue to account for different tax changes or prices or entities. Managing the catalogues for price changes is an added job. More time is often spent in creating the catalogue than in negotiating for an annual contract hence employee flexibility comes at a cost.

Future of Indirect procurement

New disruptive force: Mobile Apps

- 81% of youth under 25 sleep with their phone next to them on the bed. *(100 Youth Market Statistics by Graham D Brown)*
- 74% reach for their smartphones immediately after waking up (*(100 Youth Market Statistics by Graham D Brown)*
- An average person looks at his mobile device 150 times a day(HBR Article – the productivity payoff of mobile apps at work, Nov 2014)
- In 2015, there will 5 Bn downloads of enterprise apps *(By Tomi Ahonen Consulting)*
- Gartner estimates that by 2017, 25% of enterprises will have their own app store of approved apps

All this was acceptable to most employees a few years ago and procurement teams kept tinkering with user interfaces of e-procurement systems and tried to keep employees happy. **But not any longer!** Given the fact that by 2020, 60% of India's working population will comprise of millennials, it has become critical that organisations begin to understand and appreciate that empowerment is core to the way millennial work. Life for them is all about choices rather than compulsions and they seamless move between the real and the virtual world – both generating data and content as well as consuming it. This generation is "digitally native", 24X7 internet enabled, comfortable of buying goods and services on mobile apps. For these buying decisions they are used to making quick product comparisons, refer to peer reviews and take advantage of dynamic prices during different days of week or month. Mobile apps and e-commerce have completely changed our expectations.

> Yesterday's employee had to visit a rail ticket counter at a train station to get a ticket or visit a local travel agent to get an air ticket and hence he was quite happy with corporate travel management companies and travel requisition processes. Today's employee, logs onto a travel app during the lunch break on her mobile phone, is able to look at all options & deals and even book a ticket. She is also offered the choice of a hotel to stay, a cab to & fro from airport and travel insurance by the same app after completing her purchase. All this at probably better prices that what the travel agent would have offered

From a procurement view point, in some indirect procurement items like Travel, shopping with real time information creates the same savings with simpler processes than Buying. In fact, a lot of organisations with smaller travel spend have stopped making complex travel deals with airlines and have asked their employees to buy through travel portals and manage their own travel budget and in compliance with travel policies.

While procurement teams were caught in knots in their processes, control, and complex contract terms & conditions on the small items and services, it is precisely in these areas that we have seen a revolution in our personal lives. Today, we have a wide range of simple apps to meetour needs – to order food, to watch movies, to listen to music, read magazines, hire a cab, rent a flat, buy a car etc etc. and I could go on with this list. These apps are driving a new revolution with their Always On, Anytime Access and Simple to Use features.

The mobile app and eCommerce revolution promises to be the most disruptive force in the workplace as it has been in our personal lives and we know that most organisations have not embrace this change in the workplace so the question to ask is what will be enablers to this change and what can progressive organisations do to change.

Enablers of the Future of Procurement

First, apart from the will and intent of organisations to be drive internal change, ***Simplification of Indirect taxes*** is the biggest enabler. Currently while apps at the workplace can create fantastic user

In 2018, Monica, the diversity head at **The Futuristic Company** was organising a Woman's day event. The agenda is a full day event beginning with a talk from a motivational speaker, a few panel discussions with internal and industry experts and ending with an entertainment program. She also wants to give away token gifts to participants in the program. After getting an in principle approval from the CHRO, she calls Srinivasan, the embedded procurement lead in HR, to help her with sourcing. To her delight, Srinivasan assures her that all these goods and services are covered under the company's MyMall@workplace where the procurement team has empanelled preapproved suppliers who comply with their policies and with whom they have pre-agreed commercial arrangements. Srinivas starts helping Monica navigating through the portal.

First, the motivational speaker – the Virtual mall redirects them to http://www.simplylifeindia.com through a secure connection where they choose a speaker, verify that he is available on the date and then move him to the shopping basket. Next, she goes to www.vistaprint.in and selects 100 t-shirts and mugs as mementos but she wants more customised branding for the material for the event than what the website offers. For this Srinivas guides her to www.48hourlogos.com, a crowd sourcing site at the MyMall@workplace where thousands of graphic designers will compete virtually to offer a design fitting with the brief given by Monica. Within hours, some of Monica's regular designers and some new ones will submit a draft of their design for her to select. The corporate branding guidelines are already updated on the site and the designers certify that they comply with them. Finally, for the entertainment show, she is directed to https://artistivity.com/ to select an artist for the evening show in the auditorium. She realises that she needs some snacks too for the full-day event and MyMall directs her to www.TinyOwl.com where she has a wide range of menus and suppliers.

And Voila – in just about 72 hours, she has created a full agenda, selected suppliers and created a shopping cart and sent it for budget approval.

interfaces, the back end processes are still complex and need to comply with all the regulatory requirements. This handicap makes apps quite expensive. The new Goods and Services Tax (GST) law has given a glimmer hope and hopefully 2017 will kick start a new cycle of productivity.

Second, organisations that create **Idea labs to re-imagine the future** will be ahead of the curve. Finance, IT, HR and Procurement teams together will need to re-imagine the future workplace. They will need to create Idea labs for the young millennials to ask questions without assuming the limitations of the past. Five years ago IT departments grappled with the prospect of higher cost of maintenance of multiple devices types if they gave employees a choice but the rapid adoption of the concept of BYOD has settled the debate. Can we imagine a future with CYOO – Choose your own office?

Finally, ***Procurement teams will need to transform***. Procurement teams of the future will create value through innovation and not just deal making. For indirect procurement, instead of a creating a competitive environment in a deal they will have to create a competitive digital marketplace. This will address the needs to simplicity of process of users, empowerment culture prevailing in progressive organisations to create new self-service procurement platforms in the workplace. To build a VirtualMall@Workplace, they will need professionals with an entrepreneurial mind-set and create a start-up culture at the workplace. Also, procurement professionals in large organisations have often had the luxury of quality suppliers with impeccable credentials but with mobile apps, there are fewer vendors with ready to use products and credentials. They will have to work with small entrepreneurial firms in a collaborative mode rather than an evaluative mind-set. Most applications will start with an idea and will go through an iterative development process with testing, pilot launch before they come into production environment. They will have to use all their skills of supplier development to harness the creative energies of app developers.

LEARNING AND DEVELOPMENT FOR SUSTAINED BUSINESS GROWTH

BEENA GOVINDARAJU

About the Author

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With over 14 years of experience in diverse sectors, Beena is responsible for the overall branding and communications strategy and programs for EMC India COE, including internal and external communications and branding - PR, events and campaigns across traditional and social media - as well as P3 (People, Planet & Possibilities), EMC's portfolio for CSR, Environmental Sustainability and D&I.

India has witnessed unprecedented industrial development over the last two decade. It has emerged as one of the largest economies in the world, and is an increasingly important player in the emerging markets. The world's leading companies, be it technology or retail, have chosen India to expand their footprint in Asia. Among the various factors that have contributed to this rapid growth are the available talent pool, availability of resources, support from the government and the support from the local communities to allow them to establish their presence in India.

Every business has a direct impact on its community and environment through the daily transactions or operations. Realising the contribution of the community in materialising their dream, both Indian as well as multinational companies in India extended support to the local community. Companies understood the importance of developing connect with the people. Learning & Development (L&D) and CSR became increasingly prominent in the emerging countries corporate scenario because organisations realised that besides growing their businesses it was also vital to build trustworthy and sustainable relationships with the people and community at large.

As multinational organisations expanded their footprints in India, they also introduced few international policies and best practices that would benefit their employees and the community. L&D programs and CSR programs were among the few best practices that were considered to have a long lasting impact on the people. These two programs became key differentiators for the organisations.

The L&D programs covered a long journey from traditional computer-based learning to collaborative social and talent driven learning. It has now become an integral part of boardroom discussions due to the value they bring. Most companies today have a well-structured division that designs L&D programs to address various requirements of the company.

The programs may vary from technical programs to soft skill development programs. In order to upgrade the skills of their employees and give them hands on experience to be in par with the global talent, organisations included world class L&D programs for their employees. Most multinational organisations customised their global L&D programs to suit the requirements of their employees' in India. These efforts of the employers are appreciated by the employees as it helps them to be in par with their global counterparts.

Organisations understand that activities that are good for workers - their community, health, and environment is also good for their business. Hence, they developed CSR programs that allowed the employees to contribute to the development of the society. While CSR programs enable the organisations to establish connect with the local community, L&D programs helps the organisation to gain the confidence of the employees.

In today's knowledge driven economy, it is imperative for organisations to build a high quality human capital talent pool that provides a sustained competitive advantage and edge over others. Companies have realised that a good package is no longer a driving force to retain employees for long. There is a tough competition in the industry and employees look for opportunities that will give them a chance to grow in their career. Realising this change in the expectations of the employees, organisation have made L&D an integral part of their business strategies. Organisations are investing on their employees to ensure their satisfaction at work. The L&D programs help the employees to grow as individuals as well as professionals. It gives them a sense of satisfaction as they are able to contribute in the development of the company by applying the new skills as well as getting trained to climb the career ladder. This also has a direct impact on the company as it is able to connect with its employees and understand their needs better.

Organisations today strive for development that meets the needs of the present without negotiating the ability of future generations to meet their own needs. Organisations are taking innovative approach to achieve the new goal. They are deploying more sustainable CSR and L&D programs to ensure that it has a long lasting impact on the overall growth of the society. EMC, as a responsible company understands the value of social and economic development and environmental sustainability. We constantly strive for a better future. At EMC India Center of Excellence (COE), the initiatives to shape the future are inspired by the idea of People, Planet and Possibilities (P3). We believe that the unlimited Possibilities which lie untapped in our world can be realised by working with and for People, to create a better Planet. The programs under P3 have a positive impact on the society, the environment and on our employees.

Today, L&D has become an important part of business strategies. Organisations have realised that it is their responsibility to contribute to a healthy global economy, environment, and society. To accomplish this, companies are focusing on the following:

- **Diversity Edge** – Companies have been promoting the need for diversity at work. In India most women give up their career to attend to their family needs. In order to encourage women to resume work after marriage, companies offer various benefits and facilities. EMC too encourages a diverse workforce. Our Women Leadership Forum (WLF) helps in empowering and encouraging the women workforce at EMC. Our unique programs like RISE aims at creating senior women leadership within EMC. This program has been successful in changing the lives of 14 women at EMC India COE. There are many programs that offers necessary opportunities and guidance to the employees to achieve their goal, which they would have otherwise ignored due to their personal commitments. Most companies across sectors have programs designed to support diversity as they have realised business imperative in making diversity a core value, and are quickly integrating practices that give them the competitive advantage required in a dynamic work environment. Special programs like In-house counselling, Women's mentoring program, build and retain diverse talent, are among the various initiatives by the organisation to cultivate diversity at work. For instance, Wipro has a life approach program that focuses on exposing the women employees to the industry, allow them the flexibility to attend to their family needs and eventually empower them through special programs and trainings to become the future leaders.

- **Inclusive Work Culture** – According to the Census of India 2011, 2.68 crore people in the country were classified as 'persons with disabilities' – this is 2.21 percent of the total population. It is really unfortunate that a large percentage of specially abled people are unemployed. Companies are now extending support to the specially-abled people to live their dream and pursue their career. Companies are extensively using technology to empower the specially abled people. An inclusive work culture not just empower people with special abilities but also makes the co-workers more sensitive and responsible. Corporates are putting extra efforts to provide a non-discriminatory environment to persons with special abilities. To ensure seamless assimilation of specially abled persons, companies have sensitization programs for the employees, easy accessibility, and sustainable policies to retain people with special abilities. Some organisations also have eLearning module on Diversity and Inclusion to sensitise the employees about their responsibility in respecting diversity at the workplace and cultivating inclusive behaviours at work. In order to assist them to learn and enhance their skillsets, companies also tie-up with not for profit organisations, who help them to formulate best-in-class programs for the specially abled people. EMC India COE has always believed in an inclusive work culture. Our DERG (Disability Empowerment Resource Group) India Network team works incessantly to provide necessary support to people with special abilities at EMC India COE to excel in their career. Our new program 'Redefine Abilities' is a unique program as it gives opportunity to people with profound disabilities to pursue their career. It is an internship program for people with profound disabilities.

- **Encourage Innovation** – Large organisations have realised the potential of the young innovators and the startup community in India. Companies are supporting budding entrepreneurs by funding them as well as providing them the infrastructure/ incubation facilities. Most companies are developing innovation center as they know it is indispensable to be in par with the ever changing industry. Companies also provide conducive environment to their employees, to encourage innovation in-house. Some organisations also tie up with government bodies to encourage and support the young innovators. Besides offering incubation facility, some organisations also mentor the young innovators. Innovation is embedded in the DNA at EMC India COE and this is reflected in the filing of numerous patents. The Innovation Network promotes the exploration, discovery, and application of new technologies that will shape the information infrastructure of the future.

- **Skill development** – While India has a large talent pool to meet the requirements for educated professionals, unfortunately there is a notable skill gap which has an adverse effect on innovation. People do not have hands on experience to be in par with the global talent. To bridge this skill gap companies are introducing innovative learning and development program to train their employees. Learning and development programs have evolved from an annual function to an important strategy for employee retention and also for holistic growth of the employees. These training programs are planned to support the employees to grow up the career ladder and develop and hone the skills required to excel in their career. A development program brings all employees to a higher level so they all have similar skills and knowledge. This helps reduce any weak links within the company who rely heavily on others to complete basic work tasks. Providing the necessary training creates an overall knowledgeable staff with employees who can take over for one another whenever required, work on teams or work independently without constant help and supervision from others. EMC India COE has multiple programs of international standards. These programs aim at holistic growth of the employees. Some of our key programs are School of Architecture and Tech Edge. India has a dearth of software architecture. School of Architecture imparts in-depth technical knowledge and gives the employees an opportunity to get trained under the supervision of industry veterans. In India, EMC India COE is the only company that conducts a program like School of Architecture. We also have leadership program for women employees called RISE. The L&D programs varies from sector to sector. It is customised to meet the requirements of the industry. It is aimed at creating professionals with in-depth knowledge about the industry. Organisations have programs designed for enhancing employee capabilities, managerial capabilities and also leadership skills. L&D programs are ongoing programs that helps the employees to realise their potential and hone their skills. For instance, BFSI sector has programs to help the employers become better bankers. Some of the financial institutes have banking schools that trains the employees.

- **Promote and support education** – Companies are tying up with public school in the rural areas to provide necessary support related to infrastructure, training, IT support and other benefits to encourage underprivileged children to pursue their education. Companies are putting extra efforts to support girls as they often don't go to schools due various social stigmas and financial constraints. EMC India COE strongly believes education is the foundation for the growth of any nation. To support underprivileged children in the local vicinity to continue their studies without any difficulties, EMC India COE collaborated with non-governmental organisations (NGO's) for its annual program called Sponsor a Child. The program expanded its reach quite significantly with 343 children being sponsored by 294 employees in 2014. EMC India COE also has other programs like 'School kit donation', 'School adoption program' to name a few. These programs have succeeded in bringing a change in the lives of many children. Many corporates support underprivileged children to pursue their studies. Wipro Applying Thought in Schools – WATIS is one such programs.

- **Industrial Training** – Companies are also tying up with Universities across India, particularly in tier two cities to promote STEM education among the students. They offer training and necessary technical support to train the students and make them industry ready. Special focus is given to girls. This is because girls mostly choose Arts due to convenience and cost. By offering trainings, organisations try to empower the students and also try to bridge the gap in skillsets. EMC India COE partnered with Pune University. Through this alliance it successfully trained 120,000 students so far. Companies understand the need for trained employable graduates. To achieve this, they have taken the responsibility upon themselves to bridge the gap in skillsets. Most IT and ITeS companies have partnered with various institutes in tier 1 and tier 2 cities. They not just train them and give them the opportunity to intern with them, at times they also hire deserving candidates. Companies also organise national and international competitions to identify talents and later hone their skills to become industry ready.

The concept of shared value has gained credibility, legitimacy and momentum over the last few years as a new way of doing business. The concept is now embraced by many of the world's leading corporations in emerging markets as it improves the capabilities (skills, knowledge, productivity) of employees and creates local clusters to strengthen and capture economic and social benefits at the community level.

There has been a paradigm shift in the mindset of the current generation. They want to be an integral part of every change and development in the society. The employees prefer to be associated with companies that exhibit good citizenship. They want to be a part of companies that are socially responsible and work closely towards the development of the society. Corporate Social Responsibility (CSR) has gained a great relevance among professionals as it sends positive external signals to the employees as well as the prospective employees of companies. Most organisations in India have incorporated CSR in their day-to-day activity. The present generation and the leaders of tomorrow dream of making a big impact on the society and environment around them. People who have found such a job are more satisfied at work as those who haven't.

Employers have realised the potential of learning and development program and hence, they strategically plan the programs and HR policies that helps in the holistic growth of the employees. A well planned and comprehensive program has a sustained positive impact on the people within and outside the organisation, the environment and the society as a whole. Sustainable L&D programs have become an important aspect of talent management. Companies with good L&D programs are able to retain their employees as it instils in them a sense of holistic growth.

EMC India COE gives every employee an opportunity to be a change agent through 'EMC Gives Back Time,' which encourages every employee to volunteer and play a pivotal role for three working days annually towards community outreach. Through this policy EMC has successfully engaged all its employees in the CSR activities. Over 4,500 employees were able to bring smiles on the face of more than 5000 underprivileged children through 'School adoption program'. They also donated 3000 school kits to public schools and sponsored 353 disadvantaged children through 'Sponsor a child' campaign last year.

Redefine Abilities is one of the many programs that received significant recognition from leaders across India. The program has been a success due to the contribution made by different Business Units and their willingness to support the cause. In order to help the people with profound disabilities feel comfortable, the entire team was sensitised. We received an overwhelming response from the employees and the DERG team as they were glad to help their new team members to learn new skills that would help them to excel in their career. Through these programs EMC implants its core value in each of its employees, who work closely to achieve the goal set by the company.

L&D programs have become imperative for the growth and success of any company in India. It binds the employees as they feel attached to the organisation. When the leaders spend time on their employees, the employees feel valued. This boosts their morale and also helps in developing a bond with the leaders. The learnings imparted by the senior leaders are invaluable as the employees get to learn from their experience. Such friendly learning sessions motivate the employees to stay longer with those companies.

The companies that invest on training and development of their employees are successful in creating long lasting relationship with their employees. This relationship has positive impact on the business. The employees feel important as the company puts in effort to train them. It is one of the best practices that is benefitting the organisations by creating experts in the domain as well as ensuring better retention of employees. Being the expert in their area of interest, the employees too are valued by the organisation. Employees with access to learning and development programs have the advantage over employees in other companies who are left to seek out training opportunities on their own. It expands the knowledge base of all the employees. Employees are principle business asset. A thoughtfully and strategically planned learning and development program reaps rewards that pay off in the future.

BOOK REVIEWS

1. SHOW YOUR WORK – 10 WAYS TO SHARE YOUR CREATIVITY AND GET DISCOVERED

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Publisher : Workman Publishing Co.

"Organisations today are having fewer conversations. With a workforce that is geographically dispersed and prefers to telecommute or work flexi-time, there is real danger of in-person conversations in the office 'discussion room' drying out. In such a scenario, collaboration becomes an even bigger challenge. For collaboration, connections need to be established and nurtured. Organisations are responding with sophisticated communication tools for employees to stay connected 24 × 7. Enterprise social networks, messaging and video chat tools, everything is being made available to encourage what is an emerging trend of 'Working Out Loud'. Working out Loud is nothing but letting the world know what you are working on as you work on it. It is a practice that encourages transparency in sharing of knowledge, ideas and expertise. It is the first step towards successful online collaboration. One of the key benefits of working out loud is that, people proactively offer help because they already know what you are working on. However, what organisations often miss is that, habits don't change overnight. Unless employees see value in the entire process and more so are coached on how to practice 'Working Out Loud', real change may not happen.

This is the exact challenge that Austin Kleon's book '*Show Your Work*' helps address. The young author, whose work focuses on creativity in today's world, lays down ten simple steps for creative people to get discovered, stressing that *"if your work isn't online, it doesn't exist*". Calling it a book for people "who hate the very idea of self-promotion", the author offers a neat blueprint on working out loud, sharing one's work, learning in the process, getting noticed and building a circle of influence. The ten steps capture succinctly simple acts that can increase visibility without impinging on personal time. He beautifully convinces why sharing knowledge adds meaning and value to one's work. Being generous in this process is fundamental to building a steady network of patrons, followers, fellow learners and feedback providers. The book subtly nudges you that working out loud is more important than ever before because you are only as good as your work that is known to others.

The first of the ten rules urges the reader to break the mindset that one needs to be a genius or an expert at something before one starts to share. Borrowing from Brian Eno's Idea of being a Scenius[1] (a person who lives, thrives and learns from the scenes and context around him), Kleon stresses on the point that great work is never created in isolation but is an outcome of collaboration. Hence, it is not as much about your proficiency, but the ideas you share and the conversations you build around it that make you an interesting person to collaborate with. So begin with being useful. Start with not what others can do for you but what you can do for them. Social media today gives you the space to do what you want in the manner you want. According to the author, an easy place to start is committing to learn something publicly. Chances of slipping in front of the wide world then become few. See what people are sharing and spot what they are not. Give them that and become useful. Find your voice and let your amateur humble spirit let you on to a mutual learning journey that you are bound to enjoy.

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[1] Scenius is like genius, only embedded in a scene rather than in genes. Brian Eno suggested the word to convey the extreme creativity that groups, places or "scenes" can occasionally generate. His actual definition is: "Scenius stands for the intelligence and the intuition of a whole cultural scene"

http://kk.org/thetechnium/2008/06/scenius-or-comm/

The second rule talks about not waiting to share a masterpiece. The author recommends seeing your work as a process and not a product. Which means, share your daily progress in chunks and bytes that are easy to consume – this not only makes the process more real, but also gives others a chance to see the person behind the work. An added advantage is if any good feedback comes your way, you can improve your work on the go. Tip? To make sharing interesting, document what you do in creative formats – pics, sketch notes, infographics, diagrams - it could be anything! Take people behind the scenes and they will love all the action.

Rule three stresses on sharing something daily and consistently as a fundamental practice to build a reliable network that understands you are around for good. Experience is never built overnight and building a body of work takes time. So to attract the right kind of people whom you would want to network with takes time and sharing something daily is a reminder of your existence. Tip: If your work is in the early stages, you can start by sharing what inspired or influenced your thoughts, if it is somewhere in the middle, share bits about your progress –methods used, current stage etc. and if work is completed, then share your final product as a summary or do a write-up on your learning from the experience. There is never a dearth of what you can share. However, always remember to ask yourself the 'So What' question before posting anything: is the information useful?

Kleon advises to see one's work as both a flow and stock. 'Flow' is what you share daily, for example your tweets. This reminds people that you exist. Whereas stock is the 'durable stuff' that shows up in searches even after weeks or months and builds followers overtime. It is the small things that add up to the total. The idea is to stick around, learn incrementally and improvise!

Rules four, five and six tell us that being curious at all times, telling great stories and teaching what you know are also crucial to showing your work. The only way to survive in this age is not by being a hoarder of information. If one seeks creative excitement, it is only natural then, to share what one is working on, share what inspires and what excites and tell it all in a way that people not only understand your work but begin to value it. It is then when associations are sparked, people remember to connect you to more like-minded people and connections are formed. Be brief and structured when you share and give credit to people if you share their work. The latter not only builds mutual respect but you also give them a chance to showcase their work, all in the spirit of generosity.

A very pertinent point is made by the author in his seventh rule on the generosity and mindfulness of sharing. What often holds back people from sharing is either fear of failure (I'm no expert, I have nothing to share) or insecurity that if I reveal I lose my edge. On the contrary, Kleon challenges the reader to start teaching what they know and also learn in the process. Teaching or sharing doesn't mean instant competition. Experience and expertise are not built overnight. People will take their time to reach your proficiency level. Hence, shed your insecurities, and share what you are reading, point to helpful reference material, create easily digestible content – tutorials, infographics, slide share presentations! The beauty is, all this adds to your work because the more you teach the more people are interested in knowing about your work resulting in enhanced visibility of your work. Plus, when people recommend what else you can read/relevant stuff that they came across, you get educated in return.

On mindfulness, don't make the practice of working out loud all about you and your work. Listen to people, earn their respect cos that's when they begin to share. **"To be accepted by a community, you have to be a good citizen of the community"**. Don't just post stuff. Connect people in your network often if you see similarities. Remember what they like to read, offer help, invite feedback, be an integrator. Be interested in what others have to share. Be interesting in real life to remain true to your work. Nurture these relationships in real life as you all are going to be around longer than social media platforms. Take occasional breaks to recharge yourself from hyper-connected lives – use your commute, exercise time to relax your mind, meditate, think of new ideas or travel for some more. Keep learning new things. If you feel you have mastered something, pick up something new and start all over again.

The last three rules discuss the merits of learning to accept criticism, sticking out and ideas for selling especially if you are a creative arts person. Kleon writes that one should be okay with the vulnerabilities of posting online. One should be open to criticism but it is okay to pay heed to relevant feedback and not be dejected by every opinion that comes their way. The idea is to not stop sharing because of this, rather to improvise and move on. People who get what they are after, are the ones who never quit prematurely.

The strength of Kleon's book lies in the fact that he makes you believe that generosity and sharing are critical to personal and professional success in today's age. Not having leveraged the world as your canvas, puts you at a risk of losing creative opportunities that could have left you more learned and enriched. Not only that, his ten rules with ample tips and examples show how having an online presence is very much possible in our busy lives. The book successfully convinces that humility, openness to new experiences and vulnerabilities is a non-negotiable in the social age.

Where the book lacks is in providing a context for working out loud for professionals outside the creative/arts space. Though Kleon has been a speaker at various organisations including Pixar and Google, yet the book provides little view on how corporate professionals or business leaders can use this approach to strengthen their professional learning, expertise and networks. Although much of the principles are fairly simple and can be applied in any context as long as there is a drive to learn, yet there are a large number of authors who have written extensively on this principle.

One of my personal favourites is Harold Jarche[2], (@hjarche) an international consultant on social learning and workplace collaboration. Harold writes extensively about working out loud and speaks of it as an integral part of personal knowledge mastery. According to him, working out loud in trusted spaces is a great way to test work-in-progress ideas and get feedback/encouragement with minimal risk. One should take care in ensuring that working out loud doesn't become all 'noise' beyond a point and rather emphasise on developing learning out loud as a behaviour. The book *'The New Social Learning'*[3] by Tony Bingham and Marcia Conner, goes a step further in giving us use cases on how various social media platforms can be used for engaging with colleagues across the globe to share ideas, discuss problems and arrive at creative solutions that are unimaginable sitting with a few people in a meeting room. John Stepper (@johnstepper), Bryce Williams (@TheBrycesWrite), Sahana Chattopadhyay (@sahana2802), Julian Stodd (@julianstodd) are some of the other noted authors/bloggers in this space who have written at length, on how the habits of sharing our work, building a personal knowledge network and being helpful can be cultivated for self-effectiveness and professional success.

As Kleon would say, imagine the next time when you are seeking a job, before the employer sees your resume, he checks out your blog or Twitter account. That's when you wouldn't want to be caught off guard. So grab your copies of *'Show Your Work'* and let the *'Scenius'* in you show what you got, to get what you want! Remember time is never an excuse. Kleon sums it up brilliantly when he says **"I like to work while the world is sleeping, and share while the world is at work."**

So Show Your Work and get discovered!

Reviewed by:

Nidhi Sand

Nidhi Sand is part of the Leadership & People Sciences team at Wipro. She loves to design learning experiences driven by technology & social. She has also worked on organisational change, women in leadership & high-potential development. A XLRI alumnus, Nidhi is also a young influencer on Twitter (@nidhisand) long period of time improves the chances of mastery in a domain. The short cause and effect feedback loop in games makes the gamer learn the rules of the game faster. The feedback also helps to condition the behaviour of gamers within and outside the game. Case in point, the current COO of Symantec, Setphen Gillette, is one of the youngest executives sitting in the board of a large organisation. He is an avid gamer who attributes his leadership skills to the World of Warcraft game. Real world behaviours can be shaped by games and simulation through immediate feedback. Organisations can also look at making the coaching process more real-time and online to enable immediate feedback.

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[2] Working and Learning Out Loud, November 2014, http://jarche.com/2014/11/working-and-learning-out-loud/

[3] The New Social Learning Website, http://www.thenewsociallearning.com/

Autotelic experience

Any activity that has a purpose in and not apart from itself is described as Autotelic. In other words, autotelic experience is one where the individual does the activity for its own sake without any inducement of external rewards. While points, badges and leader boards motivate the learner to perform well, in most successful games, it is the activity itself that is the reward. By making the context of the learning environment real-world like and by giving the learner the feedback that he/she is gaining in skill, we can facilitate autotelic experiences for the learner.

Loss of self consciousness

Games have the ability to draw us into an alternative world and make you lose our sense of self. Quite interestingly, after the experience, individuals comes out with a stronger sense of self, one that is integrated and sophisticated. By introducing games and simulations in the learning process, we can achieve the same result for our learners.

Time transformation

Most gamers report that they lose the sense of time when they immerse themselves in a game. They are at it for hours on end. By using gaming principles in the learning process, we can create a craving for learning and engage learners in productive skill enhancing exercises.

Concentration

The most enjoyable experiences happen to us when we devote our complete attention to the activity at hand. The power of concentration frees up our mind from distractions and enables us to enjoy the quality of the experience. By using gaming and simulations, we can enable learners to completely devote themselves to the learning task at hand. As a result, learning becomes enjoyable and sheer joy. The high the learners experience becomes the hook for making learning a habit.

Merging Action-awareness

Today, most learning interventions tend to focus on the cognitive aspects of learning, with very little attention paid to the motivation of the learner and the application of learning. By encouraging learners to apply learning in a safe learning environment, we can enable them to exercise their muscle memory which comes in handy later when they face real situations. Combination of action and reflection is vital for learners to internalise their experience.

To sum up, the current learning design doesn't facilitate the state of flow for learners, teams and organisations. We need to think about ways in which learners can escape from the monotony and truly enjoy the bliss of learning something new. By wisely using some of the gaming and gamification principles, we can facilitate the state of flow in learners. Perhaps then, learning will become a joy and learners will get into the habit of learning daily just like millions of candy crush and fishville players around the world can't live without their favourite game.

EMPOWERING EMPLOYEES – SHOPPING@WORKPLACE

AMIT VERMA

About the Author

Amit Verma, Sr. Vice President – Head of Business Services Procurement for Reliance Group is a DCE and IIM (C) Alumnus. He has previously worked with Genpact, GE, Accenture Consulting and Tata Strategic Management Group in leadership roles in Europe and India.

Recently, I attended a lecture by Gary Hamel where he asked a provocative question. He said that as individuals all of us make buying decisions every day – from the food we eat, to the clothes we wear, to the car we drive and even big buying decisions like the house we live in. Yet suddenly when we enter our offices and wear the company ID card, we undergo a transformation and become un-skilled to make any purchasing decision. So if we need a pen, a chair, a laptop, an air ticket... go to the Procurement team is the instruction, as if only they know how to buy!

So you can guess how uncomfortable I was during this lecture especially as a couple of HR colleagues started looking at me with a smile on their faces and I could not deny that Gary Hamel made a great point in the larger context of the topic of the lecture — ***Are we empowering employees to keep our organisation nimble, agile and relevant in the changing business context?*** This is a big ask. Surveys have shown that not only do employees rate work environment as one of the key decision factors during career changes but that there is clear link between 'breaking top-down decision making' culture at workplace and higher productivity, innovation and employee engagement. While CHRO's have often reiterated the importance of individual contribution and promised that "employees are our greatest asset," those words were diminished by numerous boundaries, including rigid policies, hierarchical decision making and insufficient use of technology tools for collaborating.

Hence, Empowering employees has become mission critical and there is no better place to start by coming back to Gary Hamel's question - How can we empower employees to make their own purchase decisions in Indirect Procurement i.e. all goods & services that are non-technical often not linked with the direct business of an organisation and which usually fall under the CHRO's budget (Office supplies, travel, facilities, training etc). Let's assess what employees want, how organisations are meeting these expectations, what progressive companies are doing and what does the future have in store for us.

What do today's employees want

Given today's work-life integration, employees want their procurement experience at the workplace to mirror the new shopping experience they have in their personal life. Some of the things they want are

- "Pull" vs. "Push" – Personalisation is in and standardisation is out as diversity at the workplace has led to diversity of expectations. I can picture an employee thinking "Don't tell me which airline I should fly, which hotel I should choose, what kind of chair to sit on all day, what kind of pen to write with…Just give me a budget and let me choose. Did you say that this doesn't help you drive savings – why not? If Amazon.com can drive savings while giving me all these choices then why can't you?"
- An 'idiot proof' process – Most of us don't read a manual to learn to use a complex smart phone and expect the same in all workplace systems and process. Yet all we see in the workplace are complex processes that are filled with words like segregation of duty, delegation of authority, 15 steps that need a lifetime to master etc etc
- Mobility options – "Give me the process on my mobile phone. Actually, put it into an app so that I don't need to keep logging in and I can access it anytime and from anywhere". We love our mobile phones with their touch screen technology – no need to be in the office, move the mouse to click the icon of the left side of the page… so much easier to tap with your finger on a mobile screen.

Are companies meeting these expectations

Companies must look at two key aspects to meet employee expectations. One, re-look at the HR/ Procurement policies of the company to empower the employee to create his own work environment and experience and two, how can procurement teams supporting them have simpler systems which employees can use to purchase directly.

On policy changes, as the "war for talent" continues to rage, CHRO's have stepped up their efforts to increase engagement, employee value proposition and advocacy. HR has started to redraft policies to make them more empowering rather than prescriptive, employees are being allowed to make informed choices on "what airline they want to choose to travel", "which hotels they want to stay in". Although, policies have still not reached the level where one can choose their own office furniture, they have in collaboration with IT, implemented Bring Your Own Device (BYOD) policies to let employees work on whichever device they prefer.

> Most organisations recognise that "Buying" is a full time job and best left to Procurement professionals while "Shopping" can be done directly by the employee.

In procurement, before we delve deeper and understand what organisations are doing to meet these needs, I'd like to make a distinction between two words "Buying" and "Shopping" that I will use in this article with specific meaning. Essentially, Buying is the process of selecting vendors, establishing payment terms, strategic vetting, selection and the negotiation of contracts. Shopping, however, is more transactional in nature and focussed towards acquiring goods and services at the optimal value at the current time. During Shopping one makes the best transactional decision for an acquisition while during Buying one also assesses the long term impact and risks. So while organisations prefer to make 'Buying' decisions to acquire goods and services, individuals make 'Shopping' decisions. However, there is indeed a grey zone where organisations should 'shop' for very small items like stationery and individuals should 'buy' big items like apartments they live in and this what we will explore further. Most organisations recognise that "Buying" is a full time job and best left to procurement professionals while "Shopping" can be done directly by the employees. To make things clearer, even an ecommerce site like Amazon.com lets their procurement teams do 'buying" activities by making contracts with book publishers which allow them to offer book titles at discounted prices on their website and we 'shop' for those books at their website and compare with other such websites.

> The concept of simplifying procurement systems is not a new one, Japanese adopted lean procurement process years ago. Even in the 80s, Toyota had one of the simplest processes even for direct materials. While the procurement teams had a 'pre-negotiated price' with their tyre manufacturer, they had a very simplified process of ordering and payment. The tyre vendor took responsibility of stocking tyres in the factory premises and for every car that rolled out of the Toyota factory, they were paid for 5 tyres… as simple as that – no order, no good receipt, no invoice!

Most large companies try to distinguish which Goods and Services fall into Buying and Shopping category of decisions with mixed results. Essentially, they assess factors like value of goods, repeatability of buy, complexity of purchase – does it involve ongoing repair or maintenance etc. to segregate 'shop' and 'buy' items. What most of us in India don't appreciate is that this decision is complicated by Purchase Tax considerations and where detailed purchase information needs to be filed with Indirect tax department. Given the complexity of managing different processes and regulatory documents, most organisations reconcile to putting everything under Buying and having the same procurement systems and processes (at best with fewer approvals) to buy complex technical equipment like compressors and to shop for simple items like stationery. While all CXO's feel the pain of complex process, they live with this necessary pain assuming that this is the only way to help them control costs and manage regulatory compliance.

Progressive companies have adopted e-procurement systems aka Catalogue systems. In these companies, procurement teams negotiate annual contracts with suppliers to supply a variety of items and put these items are put into an electronic catalogue. These catalogues started with simple items like stationery and office consumables, extended to more complex items and some even have standard services like temporary labour listed. The key advantage of these catalogues is that they can accommodate a huge array of SKU's on the same category e.g. 175 types of pens so that employees have true choice. While these catalogues are fairly simple to use to order items, their backend IT structure are still quite complex to build especially when the same catalogue is used to order smaller qualities (small orders have higher % of logistic costs) or across different geographies (taxes differ for same items across Indian states). Often the simplest purchases become the most difficult to add to catalogues due to these tax and logistic considerations. To give you an example, most buyers would have comprehensive negotiations with say a company like HP (printing items) or Nestle (beverages) for their full catalogue of items and agree on an annual contract. However, these companies don't accept orders directly for deliveries and these have to be routed through their distribution network. This really means that for a typical large company (buyer) that operates through 3-4 legal entities and in 4-5 states, the procurement team may need to set up 10 distributors as vendors and 15 copies of the same catalogue to account for different tax changes or prices or entities. Managing the catalogues for price changes is an added job. More time is often spent in creating the catalogue than in negotiating for an annual contract hence employee flexibility comes at a cost.

Future of Indirect procurement

New disruptive force: Mobile Apps

- 81% of youth under 25 sleep with their phone next to them on the bed. *(100 Youth Market Statistics by Graham D Brown)*
- 74% reach for their smartphones immediately after waking up (*(100 Youth Market Statistics by Graham D Brown)*
- An average person looks at his mobile device 150 times a day(HBR Article – the productivity payoff of mobile apps at work, Nov 2014)
- In 2015, there will 5 Bn downloads of enterprise apps *(By Tomi Ahonen Consulting)*
- Gartner estimates that by 2017, 25% of enterprises will have their own app store of approved apps

All this was acceptable to most employees a few years ago and procurement teams kept tinkering with user interfaces of e-procurement systems and tried to keep employees happy. **But not any longer!** Given the fact that by 2020, 60% of India's working population will comprise of millennials, it has become critical that organisations begin to understand and appreciate that empowerment is core to the way millennial work. Life for them is all about choices rather than compulsions and they seamless move between the real and the virtual world – both generating data and content as well as consuming it. This generation is "digitally native", 24X7 internet enabled, comfortable of buying goods and services on mobile apps. For these buying decisions they are used to making quick product comparisons, refer to peer reviews and take advantage of dynamic prices during different days of week or month. Mobile apps and e-commerce have completely changed our expectations.

> Yesterday's employee had to visit a rail ticket counter at a train station to get a ticket or visit a local travel agent to get an air ticket and hence he was quite happy with corporate travel management companies and travel requisition processes. Today's employee, logs onto a travel app during the lunch break on her mobile phone, is able to look at all options & deals and even book a ticket. She is also offered the choice of a hotel to stay, a cab to & fro from airport and travel insurance by the same app after completing her purchase. All this at probably better prices that what the travel agent would have offered

From a procurement view point, in some indirect procurement items like Travel, shopping with real time information creates the same savings with simpler processes than Buying. In fact, a lot of organisations with smaller travel spend have stopped making complex travel deals with airlines and have asked their employees to buy through travel portals and manage their own travel budget and in compliance with travel policies.

While procurement teams were caught in knots in their processes, control, and complex contract terms & conditions on the small items and services, it is precisely in these areas that we have seen a revolution in our personal lives. Today, we have a wide range of simple apps to meetour needs – to order food, to watch movies, to listen to music, read magazines, hire a cab, rent a flat, buy a car etc etc. and I could go on with this list. These apps are driving a new revolution with their Always On, Anytime Access and Simple to Use features.

The mobile app and eCommerce revolution promises to be the most disruptive force in the workplace as it has been in our personal lives and we know that most organisations have not embrace this change in the workplace so the question to ask is what will be enablers to this change and what can progressive organisations do to change.

Enablers of the Future of Procurement

First, apart from the will and intent of organisations to be drive internal change, ***Simplification of Indirect taxes*** is the biggest enabler. Currently while apps at the workplace can create fantastic user

In 2018, Monica, the diversity head at **The Futuristic Company** was organising a Woman's day event. The agenda is a full day event beginning with a talk from a motivational speaker, a few panel discussions with internal and industry experts and ending with an entertainment program. She also wants to give away token gifts to participants in the program. After getting an in principle approval from the CHRO, she calls Srinivasan, the embedded procurement lead in HR, to help her with sourcing. To her delight, Srinivasan assures her that all these goods and services are covered under the company's MyMall@workplace where the procurement team has empanelled preapproved suppliers who comply with their policies and with whom they have pre-agreed commercial arrangements. Srinivas starts helping Monica navigating through the portal.

First, the motivational speaker – the Virtual mall redirects them to http://www.simplylifeindia.com through a secure connection where they choose a speaker, verify that he is available on the date and then move him to the shopping basket. Next, she goes to www.vistaprint.in and selects 100 t-shirts and mugs as mementos but she wants more customised branding for the material for the event than what the website offers. For this Srinivas guides her to www.48hourlogos.com, a crowd sourcing site at the MyMall@workplace where thousands of graphic designers will compete virtually to offer a design fitting with the brief given by Monica. Within hours, some of Monica's regular designers and some new ones will submit a draft of their design for her to select. The corporate branding guidelines are already updated on the site and the designers certify that they comply with them. Finally, for the entertainment show, she is directed to https://artistivity.com/ to select an artist for the evening show in the auditorium. She realises that she needs some snacks too for the full-day event and MyMall directs her to www.TinyOwl.com where she has a wide range of menus and suppliers.

And Voila – in just about 72 hours, she has created a full agenda, selected suppliers and created a shopping cart and sent it for budget approval.

interfaces, the back end processes are still complex and need to comply with all the regulatory requirements. This handicap makes apps quite expensive. The new Goods and Services Tax (GST) law has given a glimmer hope and hopefully 2017 will kick start a new cycle of productivity.

Second, organisations that create **Idea labs to re-imagine the future** will be ahead of the curve. Finance, IT, HR and Procurement teams together will need to re-imagine the future workplace. They will need to create Idea labs for the young millennials to ask questions without assuming the limitations of the past. Five years ago IT departments grappled with the prospect of higher cost of maintenance of multiple devices types if they gave employees a choice but the rapid adoption of the concept of BYOD has settled the debate. Can we imagine a future with CYOO – Choose your own office?

Finally, ***Procurement teams will need to transform***. Procurement teams of the future will create value through innovation and not just deal making. For indirect procurement, instead of a creating a competitive environment in a deal they will have to create a competitive digital marketplace. This will address the needs to simplicity of process of users, empowerment culture prevailing in progressive organisations to create new self-service procurement platforms in the workplace. To build a VirtualMall@Workplace, they will need professionals with an entrepreneurial mind-set and create a start-up culture at the workplace. Also, procurement professionals in large organisations have often had the luxury of quality suppliers with impeccable credentials but with mobile apps, there are fewer vendors with ready to use products and credentials. They will have to work with small entrepreneurial firms in a collaborative mode rather than an evaluative mind-set. Most applications will start with an idea and will go through an iterative development process with testing, pilot launch before they come into production environment. They will have to use all their skills of supplier development to harness the creative energies of app developers.

LEARNING AND DEVELOPMENT FOR SUSTAINED BUSINESS GROWTH

BEENA GOVINDARAJU

About the Author

Beena Govindaraju is the Head of Marketing Communications and Corporate Sustainability at India COE, EMC Corporation and is based in Bangalore.

With over 14 years of experience in diverse sectors, Beena is responsible for the overall branding and communications strategy and programs for EMC India COE, including internal and external communications and branding - PR, events and campaigns across traditional and social media - as well as P3 (People, Planet & Possibilities), EMC's portfolio for CSR, Environmental Sustainability and D&I.

India has witnessed unprecedented industrial development over the last two decade. It has emerged as one of the largest economies in the world, and is an increasingly important player in the emerging markets. The world's leading companies, be it technology or retail, have chosen India to expand their footprint in Asia. Among the various factors that have contributed to this rapid growth are the available talent pool, availability of resources, support from the government and the support from the local communities to allow them to establish their presence in India.

Every business has a direct impact on its community and environment through the daily transactions or operations. Realising the contribution of the community in materialising their dream, both Indian as well as multinational companies in India extended support to the local community. Companies understood the importance of developing connect with the people. Learning & Development (L&D) and CSR became increasingly prominent in the emerging countries corporate scenario because organisations realised that besides growing their businesses it was also vital to build trustworthy and sustainable relationships with the people and community at large.

As multinational organisations expanded their footprints in India, they also introduced few international policies and best practices that would benefit their employees and the community. L&D programs and CSR programs were among the few best practices that were considered to have a long lasting impact on the people. These two programs became key differentiators for the organisations.

The L&D programs covered a long journey from traditional computer-based learning to collaborative social and talent driven learning. It has now become an integral part of boardroom discussions due to the value they bring. Most companies today have a well-structured division that designs L&D programs to address various requirements of the company.

The programs may vary from technical programs to soft skill development programs. In order to upgrade the skills of their employees and give them hands on experience to be in par with the global talent, organisations included world class L&D programs for their employees. Most multinational organisations customised their global L&D programs to suit the requirements of their employees' in India. These efforts of the employers are appreciated by the employees as it helps them to be in par with their global counterparts.

Organisations understand that activities that are good for workers - their community, health, and environment is also good for their business. Hence, they developed CSR programs that allowed the employees to contribute to the development of the society. While CSR programs enable the organisations to establish connect with the local community, L&D programs helps the organisation to gain the confidence of the employees.

In today's knowledge driven economy, it is imperative for organisations to build a high quality human capital talent pool that provides a sustained competitive advantage and edge over others. Companies have realised that a good package is no longer a driving force to retain employees for long. There is a tough competition in the industry and employees look for opportunities that will give them a chance to grow in their career. Realising this change in the expectations of the employees, organisation have made L&D an integral part of their business strategies. Organisations are investing on their employees to ensure their satisfaction at work. The L&D programs help the employees to grow as individuals as well as professionals. It gives them a sense of satisfaction as they are able to contribute in the development of the company by applying the new skills as well as getting trained to climb the career ladder. This also has a direct impact on the company as it is able to connect with its employees and understand their needs better.

Organisations today strive for development that meets the needs of the present without negotiating the ability of future generations to meet their own needs. Organisations are taking innovative approach to achieve the new goal. They are deploying more sustainable CSR and L&D programs to ensure that it has a long lasting impact on the overall growth of the society. EMC, as a responsible company understands the value of social and economic development and environmental sustainability. We constantly strive for a better future. At EMC India Center of Excellence (COE), the initiatives to shape the future are inspired by the idea of People, Planet and Possibilities (P3). We believe that the unlimited Possibilities which lie untapped in our world can be realised by working with and for People, to create a better Planet. The programs under P3 have a positive impact on the society, the environment and on our employees.

Today, L&D has become an important part of business strategies. Organisations have realised that it is their responsibility to contribute to a healthy global economy, environment, and society. To accomplish this, companies are focusing on the following:

- **Diversity Edge** – Companies have been promoting the need for diversity at work. In India most women give up their career to attend to their family needs. In order to encourage women to resume work after marriage, companies offer various benefits and facilities. EMC too encourages a diverse workforce. Our Women Leadership Forum (WLF) helps in empowering and encouraging the women workforce at EMC. Our unique programs like RISE aims at creating senior women leadership within EMC. This program has been successful in changing the lives of 14 women at EMC India COE. There are many programs that offers necessary opportunities and guidance to the employees to achieve their goal, which they would have otherwise ignored due to their personal commitments. Most companies across sectors have programs designed to support diversity as they have realised business imperative in making diversity a core value, and are quickly integrating practices that give them the competitive advantage required in a dynamic work environment. Special programs like In-house counselling, Women's mentoring program, build and retain diverse talent, are among the various initiatives by the organisation to cultivate diversity at work. For instance, Wipro has a life approach program that focuses on exposing the women employees to the industry, allow them the flexibility to attend to their family needs and eventually empower them through special programs and trainings to become the future leaders.

- **Inclusive Work Culture** – According to the Census of India 2011, 2.68 crore people in the country were classified as 'persons with disabilities' – this is 2.21 percent of the total population. It is really unfortunate that a large percentage of specially abled people are unemployed. Companies are now extending support to the specially-abled people to live their dream and pursue their career. Companies are extensively using technology to empower the specially abled people. An inclusive work culture not just empower people with special abilities but also makes the co-workers more sensitive and responsible. Corporates are putting extra efforts to provide a non-discriminatory environment to persons with special abilities. To ensure seamless assimilation of specially abled persons, companies have sensitization programs for the employees, easy accessibility, and sustainable policies to retain people with special abilities. Some organisations also have eLearning module on Diversity and Inclusion to sensitise the employees about their responsibility in respecting diversity at the workplace and cultivating inclusive behaviours at work. In order to assist them to learn and enhance their skillsets, companies also tie-up with not for profit organisations, who help them to formulate best-in-class programs for the specially abled people. EMC India COE has always believed in an inclusive work culture. Our DERG (Disability Empowerment Resource Group) India Network team works incessantly to provide necessary support to people with special abilities at EMC India COE to excel in their career. Our new program 'Redefine Abilities' is a unique program as it gives opportunity to people with profound disabilities to pursue their career. It is an internship program for people with profound disabilities.

- **Encourage Innovation** – Large organisations have realised the potential of the young innovators and the startup community in India. Companies are supporting budding entrepreneurs by funding them as well as providing them the infrastructure/ incubation facilities. Most companies are developing innovation center as they know it is indispensable to be in par with the ever changing industry. Companies also provide conducive environment to their employees, to encourage innovation in-house. Some organisations also tie up with government bodies to encourage and support the young innovators. Besides offering incubation facility, some organisations also mentor the young innovators. Innovation is embedded in the DNA at EMC India COE and this is reflected in the filing of numerous patents. The Innovation Network promotes the exploration, discovery, and application of new technologies that will shape the information infrastructure of the future.

- **Skill development** – While India has a large talent pool to meet the requirements for educated professionals, unfortunately there is a notable skill gap which has an adverse effect on innovation. People do not have hands on experience to be in par with the global talent. To bridge this skill gap companies are introducing innovative learning and development program to train their employees. Learning and development programs have evolved from an annual function to an important strategy for employee retention and also for holistic growth of the employees. These training programs are planned to support the employees to grow up the career ladder and develop and hone the skills required to excel in their career. A development program brings all employees to a higher level so they all have similar skills and knowledge. This helps reduce any weak links within the company who rely heavily on others to complete basic work tasks. Providing the necessary training creates an overall knowledgeable staff with employees who can take over for one another whenever required, work on teams or work independently without constant help and supervision from others. EMC India COE has multiple programs of international standards. These programs aim at holistic growth of the employees. Some of our key programs are School of Architecture and Tech Edge. India has a dearth of software architecture. School of Architecture imparts in-depth technical knowledge and gives the employees an opportunity to get trained under the supervision of industry veterans. In India, EMC India COE is the only company that conducts a program like School of Architecture. We also have leadership program for women employees called RISE. The L&D programs varies from sector to sector. It is customised to meet the requirements of the industry. It is aimed at creating professionals with in-depth knowledge about the industry. Organisations have programs designed for enhancing employee capabilities, managerial capabilities and also leadership skills. L&D programs are ongoing programs that helps the employees to realise their potential and hone their skills. For instance, BFSI sector has programs to help the employers become better bankers. Some of the financial institutes have banking schools that trains the employees.

- **Promote and support education** – Companies are tying up with public school in the rural areas to provide necessary support related to infrastructure, training, IT support and other benefits to encourage underprivileged children to pursue their education. Companies are putting extra efforts to support girls as they often don't go to schools due various social stigmas and financial constraints. EMC India COE strongly believes education is the foundation for the growth of any nation. To support underprivileged children in the local vicinity to continue their studies without any difficulties, EMC India COE collaborated with non-governmental organisations (NGO's) for its annual program called Sponsor a Child. The program expanded its reach quite significantly with 343 children being sponsored by 294 employees in 2014. EMC India COE also has other programs like 'School kit donation', 'School adoption program' to name a few. These programs have succeeded in bringing a change in the lives of many children. Many corporates support underprivileged children to pursue their studies. Wipro Applying Thought in Schools – WATIS is one such programs.

- **Industrial Training** – Companies are also tying up with Universities across India, particularly in tier two cities to promote STEM education among the students. They offer training and necessary technical support to train the students and make them industry ready. Special focus is given to girls. This is because girls mostly choose Arts due to convenience and cost. By offering trainings, organisations try to empower the students and also try to bridge the gap in skillsets. EMC India COE partnered with Pune University. Through this alliance it successfully trained 120,000 students so far. Companies understand the need for trained employable graduates. To achieve this, they have taken the responsibility upon themselves to bridge the gap in skillsets. Most IT and ITeS companies have partnered with various institutes in tier 1 and tier 2 cities. They not just train them and give them the opportunity to intern with them, at times they also hire deserving candidates. Companies also organise national and international competitions to identify talents and later hone their skills to become industry ready.

The concept of shared value has gained credibility, legitimacy and momentum over the last few years as a new way of doing business. The concept is now embraced by many of the world's leading corporations in emerging markets as it improves the capabilities (skills, knowledge, productivity) of employees and creates local clusters to strengthen and capture economic and social benefits at the community level.

There has been a paradigm shift in the mindset of the current generation. They want to be an integral part of every change and development in the society. The employees prefer to be associated with companies that exhibit good citizenship. They want to be a part of companies that are socially responsible and work closely towards the development of the society. Corporate Social Responsibility (CSR) has gained a great relevance among professionals as it sends positive external signals to the employees as well as the prospective employees of companies. Most organisations in India have incorporated CSR in their day-to-day activity. The present generation and the leaders of tomorrow dream of making a big impact on the society and environment around them. People who have found such a job are more satisfied at work as those who haven't.

Employers have realised the potential of learning and development program and hence, they strategically plan the programs and HR policies that helps in the holistic growth of the employees. A well planned and comprehensive program has a sustained positive impact on the people within and outside the organisation, the environment and the society as a whole. Sustainable L&D programs have become an important aspect of talent management. Companies with good L&D programs are able to retain their employees as it instils in them a sense of holistic growth.

EMC India COE gives every employee an opportunity to be a change agent through 'EMC Gives Back Time,' which encourages every employee to volunteer and play a pivotal role for three working days annually towards community outreach. Through this policy EMC has successfully engaged all its employees in the CSR activities. Over 4,500 employees were able to bring smiles on the face of more than 5000 underprivileged children through 'School adoption program'. They also donated 3000 school kits to public schools and sponsored 353 disadvantaged children through 'Sponsor a child' campaign last year.

Redefine Abilities is one of the many programs that received significant recognition from leaders across India. The program has been a success due to the contribution made by different Business Units and their willingness to support the cause. In order to help the people with profound disabilities feel comfortable, the entire team was sensitised. We received an overwhelming response from the employees and the DERG team as they were glad to help their new team members to learn new skills that would help them to excel in their career. Through these programs EMC implants its core value in each of its employees, who work closely to achieve the goal set by the company.

L&D programs have become imperative for the growth and success of any company in India. It binds the employees as they feel attached to the organisation. When the leaders spend time on their employees, the employees feel valued. This boosts their morale and also helps in developing a bond with the leaders. The learnings imparted by the senior leaders are invaluable as the employees get to learn from their experience. Such friendly learning sessions motivate the employees to stay longer with those companies.

The companies that invest on training and development of their employees are successful in creating long lasting relationship with their employees. This relationship has positive impact on the business. The employees feel important as the company puts in effort to train them. It is one of the best practices that is benefitting the organisations by creating experts in the domain as well as ensuring better retention of employees. Being the expert in their area of interest, the employees too are valued by the organisation. Employees with access to learning and development programs have the advantage over employees in other companies who are left to seek out training opportunities on their own. It expands the knowledge base of all the employees. Employees are principle business asset. A thoughtfully and strategically planned learning and development program reaps rewards that pay off in the future.

BOOK REVIEWS

1. SHOW YOUR WORK – 10 WAYS TO SHARE YOUR CREATIVITY AND GET DISCOVERED

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"Organisations today are having fewer conversations. With a workforce that is geographically dispersed and prefers to telecommute or work flexi-time, there is real danger of in-person conversations in the office 'discussion room' drying out. In such a scenario, collaboration becomes an even bigger challenge. For collaboration, connections need to be established and nurtured. Organisations are responding with sophisticated communication tools for employees to stay connected 24 × 7. Enterprise social networks, messaging and video chat tools, everything is being made available to encourage what is an emerging trend of 'Working Out Loud'. Working out Loud is nothing but letting the world know what you are working on as you work on it. It is a practice that encourages transparency in sharing of knowledge, ideas and expertise. It is the first step towards successful online collaboration. One of the key benefits of working out loud is that, people proactively offer help because they already know what you are working on. However, what organisations often miss is that, habits don't change overnight. Unless employees see value in the entire process and more so are coached on how to practice 'Working Out Loud', real change may not happen.

This is the exact challenge that Austin Kleon's book '*Show Your Work*' helps address. The young author, whose work focuses on creativity in today's world, lays down ten simple steps for creative people to get discovered, stressing that *"if your work isn't online, it doesn't exist*". Calling it a book for people "who hate the very idea of self-promotion", the author offers a neat blueprint on working out loud, sharing one's work, learning in the process, getting noticed and building a circle of influence. The ten steps capture succinctly simple acts that can increase visibility without impinging on personal time. He beautifully convinces why sharing knowledge adds meaning and value to one's work. Being generous in this process is fundamental to building a steady network of patrons, followers, fellow learners and feedback providers. The book subtly nudges you that working out loud is more important than ever before because you are only as good as your work that is known to others.

The first of the ten rules urges the reader to break the mindset that one needs to be a genius or an expert at something before one starts to share. Borrowing from Brian Eno's Idea of being a Scenius[1] (a person who lives, thrives and learns from the scenes and context around him), Kleon stresses on the point that great work is never created in isolation but is an outcome of collaboration. Hence, it is not as much about your proficiency, but the ideas you share and the conversations you build around it that make you an interesting person to collaborate with. So begin with being useful. Start with not what others can do for you but what you can do for them. Social media today gives you the space to do what you want in the manner you want. According to the author, an easy place to start is committing to learn something publicly. Chances of slipping in front of the wide world then become few. See what people are sharing and spot what they are not. Give them that and become useful. Find your voice and let your amateur humble spirit let you on to a mutual learning journey that you are bound to enjoy.

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[1] Scenius is like genius, only embedded in a scene rather than in genes. Brian Eno suggested the word to convey the extreme creativity that groups, places or "scenes" can occasionally generate. His actual definition is: "Scenius stands for the intelligence and the intuition of a whole cultural scene"

http://kk.org/thetechnium/2008/06/scenius-or-comm/

The second rule talks about not waiting to share a masterpiece. The author recommends seeing your work as a process and not a product. Which means, share your daily progress in chunks and bytes that are easy to consume – this not only makes the process more real, but also gives others a chance to see the person behind the work. An added advantage is if any good feedback comes your way, you can improve your work on the go. Tip? To make sharing interesting, document what you do in creative formats – pics, sketch notes, infographics, diagrams - it could be anything! Take people behind the scenes and they will love all the action.

Rule three stresses on sharing something daily and consistently as a fundamental practice to build a reliable network that understands you are around for good. Experience is never built overnight and building a body of work takes time. So to attract the right kind of people whom you would want to network with takes time and sharing something daily is a reminder of your existence. Tip: If your work is in the early stages, you can start by sharing what inspired or influenced your thoughts, if it is somewhere in the middle, share bits about your progress –methods used, current stage etc. and if work is completed, then share your final product as a summary or do a write-up on your learning from the experience. There is never a dearth of what you can share. However, always remember to ask yourself the 'So What' question before posting anything: is the information useful?

Kleon advises to see one's work as both a flow and stock. 'Flow' is what you share daily, for example your tweets. This reminds people that you exist. Whereas *stock is the 'durable stuff'* that shows up in searches even after weeks or months and builds followers overtime. It is the small things that add up to the total. The idea is to stick around, learn incrementally and improvise!

Rules four, five and six tell us that being curious at all times, telling great stories and teaching what you know are also crucial to showing your work. The only way to survive in this age is not by being a hoarder of information. If one seeks creative excitement, it is only natural then, to share what one is working on, share what inspires and what excites and tell it all in a way that people not only understand your work but begin to value it. It is then when associations are sparked, people remember to connect you to more like-minded people and connections are formed. Be brief and structured when you share and give credit to people if you share their work. The latter not only builds mutual respect but you also give them a chance to showcase their work, all in the spirit of generosity.

A very pertinent point is made by the author in his seventh rule on the generosity and mindfulness of sharing. What often holds back people from sharing is either fear of failure (I'm no expert, I have nothing to share) or insecurity that if I reveal I lose my edge. On the contrary, Kleon challenges the reader to start teaching what they know and also learn in the process. Teaching or sharing doesn't mean instant competition. Experience and expertise are not built overnight. People will take their time to reach your proficiency level. Hence, shed your insecurities, and share what you are reading, point to helpful reference material, create easily digestible content – tutorials, infographics, slide share presentations! The beauty is, all this adds to your work because the more you teach the more people are interested in knowing about your work resulting in enhanced visibility of your work. Plus, when people recommend what else you can read/relevant stuff that they came across, you get educated in return.

On mindfulness, don't make the practice of working out loud all about you and your work. Listen to people, earn their respect cos that's when they begin to share. **"To be accepted by a community, you have to be a good citizen of the community"**. Don't just post stuff. Connect people in your network often if you see similarities. Remember what they like to read, offer help, invite feedback, be an integrator. Be interested in what others have to share. Be interesting in real life to remain true to your work. Nurture these relationships in real life as you all are going to be around longer than social media platforms. Take occasional breaks to recharge yourself from hyper-connected lives – use your commute, exercise time to relax your mind, meditate, think of new ideas or travel for some more. Keep learning new things. If you feel you have mastered something, pick up something new and start all over again.

The last three rules discuss the merits of learning to accept criticism, sticking out and ideas for selling especially if you are a creative arts person. Kleon writes that one should be okay with the vulnerabilities of posting online. One should be open to criticism but it is okay to pay heed to relevant feedback and not be dejected by every opinion that comes their way. The idea is to not stop sharing because of this, rather to improvise and move on. People who get what they are after, are the ones who never quit prematurely.

The strength of Kleon's book lies in the fact that he makes you believe that generosity and sharing are critical to personal and professional success in today's age. Not having leveraged the world as your canvas, puts you at a risk of losing creative opportunities that could have left you more learned and enriched. Not only that, his ten rules with ample tips and examples show how having an online presence is very much possible in our busy lives. The book successfully convinces that humility, openness to new experiences and vulnerabilities is a non-negotiable in the social age.

Where the book lacks is in providing a context for working out loud for professionals outside the creative/arts space. Though Kleon has been a speaker at various organisations including Pixar and Google, yet the book provides little view on how corporate professionals or business leaders can use this approach to strengthen their professional learning, expertise and networks. Although much of the principles are fairly simple and can be applied in any context as long as there is a drive to learn, yet there are a large number of authors who have written extensively on this principle.

One of my personal favourites is Harold Jarche[2], (@hjarche) an international consultant on social learning and workplace collaboration. Harold writes extensively about working out loud and speaks of it as an integral part of personal knowledge mastery. According to him, working out loud in trusted spaces is a great way to test work-in-progress ideas and get feedback/encouragement with minimal risk. One should take care in ensuring that working out loud doesn't become all 'noise' beyond a point and rather emphasise on developing learning out loud as a behaviour. The book *'The New Social Learning'*[3] by Tony Bingham and Marcia Conner, goes a step further in giving us use cases on how various social media platforms can be used for engaging with colleagues across the globe to share ideas, discuss problems and arrive at creative solutions that are unimaginable sitting with a few people in a meeting room. John Stepper (@johnstepper), Bryce Williams (@TheBrycesWrite), Sahana Chattopadhyay (@sahana2802), Julian Stodd (@julianstodd) are some of the other noted authors/bloggers in this space who have written at length, on how the habits of sharing our work, building a personal knowledge network and being helpful can be cultivated for self-effectiveness and professional success.

As Kleon would say, imagine the next time when you are seeking a job, before the employer sees your resume, he checks out your blog or Twitter account. That's when you wouldn't want to be caught off guard. So grab your copies of *'Show Your Work'* and let the *'Scenius'* in you show what you got, to get what you want! Remember time is never an excuse. Kleon sums it up brilliantly when he says **"I like to work while the world is sleeping, and share while the world is at work."**

So Show Your Work and get discovered!

Reviewed by:

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[2] Working and Learning Out Loud, November 2014, http://jarche.com/2014/11/working-and-learning-out-loud/

[3] The New Social Learning Website, http://www.thenewsociallearning.com/

ABOUT THE JOURNAL

The National HRD Network publishes a semi-academic quarterly journal where in each issue is dedicated to a theme.

The Journal publishes primarily three categories of articles :

- Conceptual and research based
- Contributions from thought leaders including a limited number of reprints with due permission
- Organisational experiences in HR interventions / mechanisms.

About this issue :

The theme of the current issue is "Leadership, Learning and Performance in the Changing Business Context".

Editorial Board Members :

Dr. Pallab Bandyopadhyay, Managing Editor, is a Leadership Architect, Career Coach, Change and Transition Specialist with thirty years of successful professional experience in managing entire gamut of Human Resources Management with proven expertise in managing multicultural globally distributed knowledge professionals. He has rich experience in companies like Citrix, Dell Perot, Cambridge Solutions, Sasken and ALIT. He is a doctoral fellow in HRD from XLRI, a product of NTL, USA and provides HR consulting with many large Indian and MNCs and start-ups in the area of Leadership coaching, Organisation development, Long-term capability building, Strategic change and Organisation alignment.

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Dr. Arvind N Agrawal serves as the President and Chief Executive of Corporate Development & Human Resources and Member of Management Board of RPG Enterprises. Dr. Agrawal has worked at RPG Enterprises since 1999 and his current responsibilities in RPG comprise of HR and TQM. He held senior positions in Escorts and Modi Xerox. He was the past National President of National HRD Network. Dr. Agrawal is an IIM, Ahmedabad and an IIT, Kharagpur alumni, and also holds a Ph.D. from IIT, Mumbai.

NHRD firmly believes in and respects IPR and we appeal to the contributors and readers to strictly honour the same.

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National HRD Network

The National HRD Network, established in 1985, is an association of professionals committed to promoting the HRD movement in India and enhancing the capability of human resource professionals, enabling them to make an impactful contribution in enhancing competitiveness and creating value for society. Towards this end, the National HRD Network is committed to the development of human resources through education, training, research and experience sharing. The Network is managed by HR professionals in an honorary capacity, stemming from their interest in contributing to the HR profession.

The underlying philosophy of NHRDN is that every human being has the potential for remarkable achievement. HRD is a process by which employees in organisations are enabled to:

- acquire capabilities to perform various tasks associated with their present and future roles;
- develop their inner potential for self and organisational growth;
- develop an organisational culture where networking relationships, teamwork and collaboration among different units is strong, contributing to organisational growth and individual well-being.

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